



Third Quarter FY2025

# Financial Results

KOKOPELLI Inc. (stock code: 4167)

February 13, 2026

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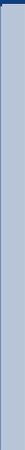
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01

**Highlights**

As indicated in the earnings forecast, the current fiscal year represents a large-scale investment phase aimed at further growth from the next year onward.

While revenue and profit declined in Q3, full-scale operation of "BIG ADVANCE GLOBAL" is scheduled to begin in Q4. In addition, new services—"BM Portal," "SAF," and "WebFile/GrpMail"—continue to be steadily introduced to financial institutions, establishing a stronger foundation for future growth.

- **Consolidated net sales for Q3 of FY2025 decreased by 15.8% YoY**

While Big Advance revenue remains steady, overall sales decreased due to the absence of large-scale subsidies in DX Solutions that were recorded in the previous year.

- **Active investment in BIG ADVANCE GLOBAL resulted in negative EBITDA and operating income**

Excluding this investment, the company maintained profitability with EBITDA of 153 million yen and operating profit of 0 million yen.

- **Expansion of "BM Portal" , "SAF" and "WebFile/GrpMail" adoption among financial institutions**

Implementation at financial institutions is progressing smoothly, including Joyo Bank (BM Portal, Apr 2026), Akagi Shinkumi Bank (SAF), and Credit Guarantee Association of Kagoshima Prefecture (WebFile/GrpMail).

- **Launch of the overseas business-matching platform "BIG ADVANCE GLOBAL"**

Although preparations in Thailand took longer than anticipated, the service is on track to commence in Q4 as planned.

## Consolidated Financial Results

### Sales

**1,306** million yen  
(YoY -15.8%)

### EBITDA <sup>(\*2)</sup>

**-188** million yen  
(305 million yen YoY)

### Operating profit

**-403** million yen  
(155 million yen YoY)

## Current Status of Big Advance

Number of BA-installed financial institutions

**76**

Number of member companies

**55,074**

Total number of users

**226,092**

Average churn rate

**1.41 %** <sup>(\*1)</sup>

(\*1) Churn rate : Unsubscribed companies during the month / Subscribed member companies at month-end (12-month average from Jan 2025 to Dec 2025).

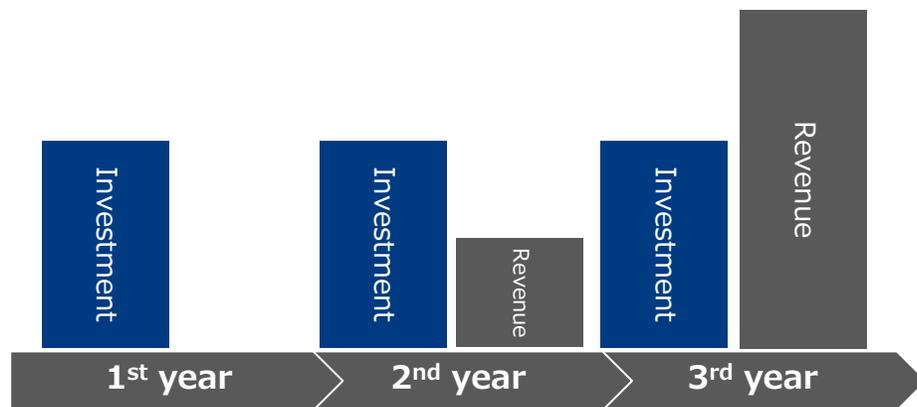
(\*2) EBITDA is calculated by operating profit + depreciation + goodwill amortization + stock-based compensation expense.

# Investment Policy for BIG ADVANCE GLOBAL

- At the time of the global concept announcement (June 2024), we planned steady investments of ¥500 million over 3 years. However, in light of changes in the external environment such as reciprocal tariffs, and by utilizing the subsidy from METI for the “Future-Oriented Co-Creation with the Global South(\*)”, we decided to accelerate its investment schedule and shift to a proactive investment stance in this fiscal year.
- Subsidies are scheduled to be recognized as non-operating income or extraordinary gains in March 2026.

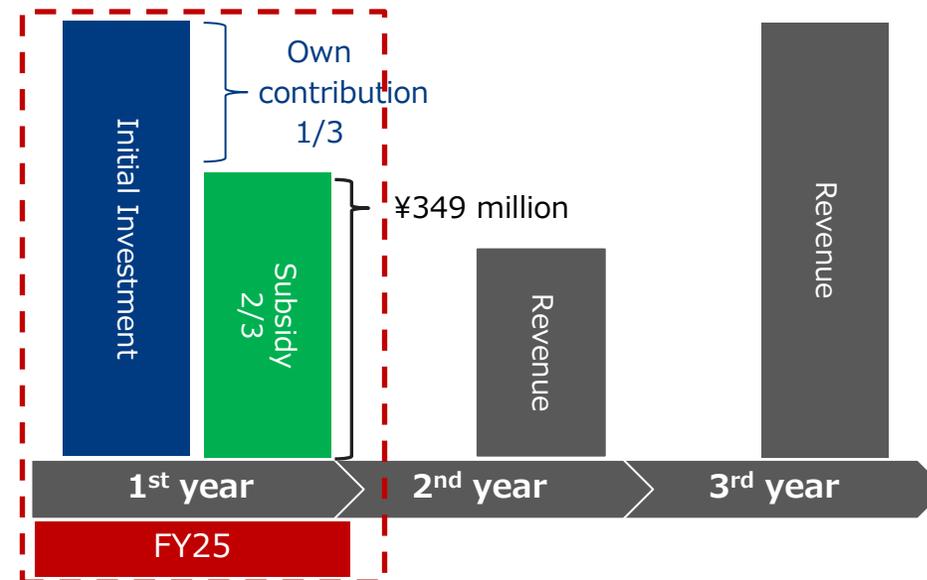
## [Initial Investment Plan]

Product rollout within the planned investment range, with functions updated as needed.



## [Revised Investment Plan]

To secure a position as a global standard, we brought forward its investment to the first year. As two-thirds of the investment amount is subsidized, the investment risk is simultaneously reduced.



(\*) The “Subsidy Program for Future-Oriented Co-Creation with the Global South,” offered by METI. Subsidy period: From the grant decision date to December 31, 2025. Subsidy rate: Up to two-thirds of eligible expenses, reimbursed on a settlement basis

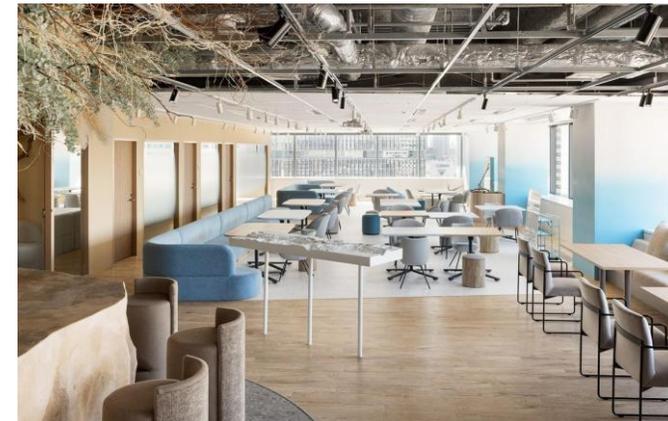


02

**Company & Business Overview**

# Company Overview

Name:	<b>KOKOPELLI Inc.</b>
Address:	<b>Kioicho Bldg. 11<sup>th</sup> floor, 3-12 Kioicho, Chiyoda-ku, Tokyo</b>
Established:	<b>June 2007</b>
CEO:	<b>Shigeru Kondo</b>
Capital:	<b>812 million yen</b> *As of December 31, 2025
Number of Group Employees:	<b>129(permanent &amp; part-time)</b> *As of December 31, 2025
Group Companies:	<b>Kokopelli Management Support Inc.</b> <b>Key Point Inc.</b>
Overview:	<b>Business platform</b> • Operation of “Big Advance”, a management support platform for SMEs • DX Solutions



## Find the future in corporate value

In concert with financial institutions,  
we help sprout the seeds of  
possibilities in companies across Japan.



# Service Contents

- Core focus on a B2B SaaS model that supports the growth of SMEs and regional revitalization (\*1)
- Expanding services for financial institutions' DX and those leveraging generative AI

## Big Advance

Management Support  
Platform for SMEs



Corporate Portal Site

Overseas Business  
Matching Platform



Business Matching  
Management



## DX Solutions

File transfer and  
sharing service



Consulting on utilization  
of subsidies



Specialized AI FAQ



(\*1) Abbreviation for "Software as a Service". Software applications offered on Cloud by service providers which users can access through the network.

# Our Business (Big Advance)

- A BtoB SaaS model management support platform for SME clients of financial institutions.
- Provides a wealth of functions with competitive price offers to accelerate the pace of DX at SMEs.
- Aspiring to be the essential infrastructure for SMEs.

## Basic Functions

-  **Business matching**  
Facilitate business matching across regions through financial institutions.
-  **Chat with financial institutions**  
Communicate directly with people in charge at financial institutions.
-  **Subsidies and grants**  
Access proprietary database with details of all municipalities across the country.
-  **Discussion with professionals**  
Connect with the most appropriate advisors in times of need.
-  **Automatic website creation**  
Easily set up websites by entering simple details into prescribed format.
-  **“FUKURI” welfare program**  
Deliver welfare and benefits to employees in the form of coupons which can be used on the website.
-  **Safety check**  
Check safety of employees in times of emergencies with a push of a button.
-  **Business chat**  
Smooth intra-company communications regardless of time and place.

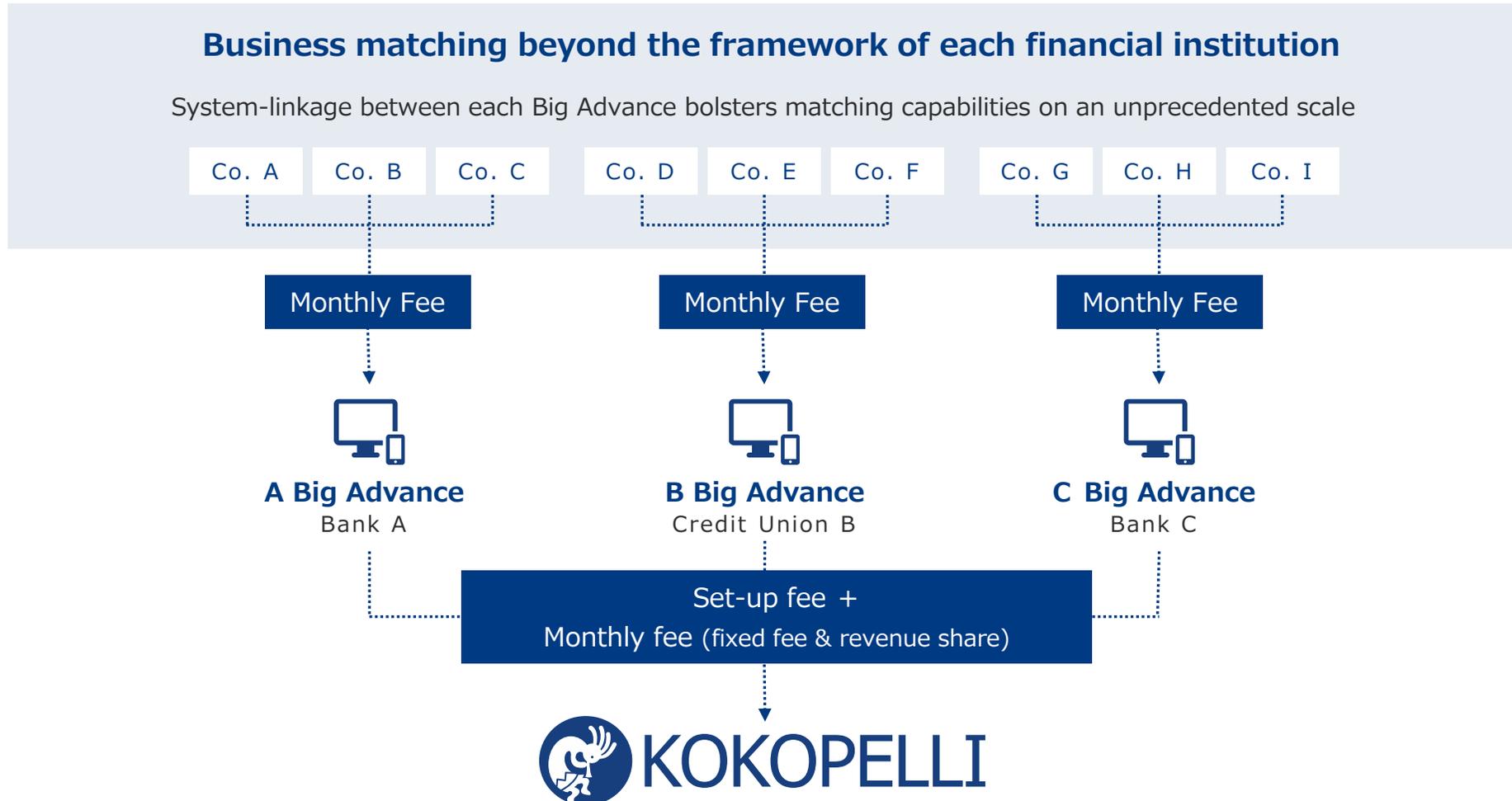
## Optional Functions

\*Optional only for requested financial institutions

-  **Crowd Funding**  
Attract funding by sharing your passion to a common future.
-  **Management Discussion Forum**  
Talk freely on managerial issues with other company managements.
-  **Business Succession**  
Allows to acquire essential knowledge and calculate share prices in preparation for business succession.
-  **“CHANTO Attendance Management”**  
Easy-to-use labor time management system with travel expenses and other expenses adjustment and settlement features
-  **“CHANTO Invoice”**  
Simple operations to issue invoices and receive forms in line with the new invoice system and the revised Electronic Book Preservation Act.
-  **Subsidies Application Support**  
Seek professional guidance on the utilization of subsidies and obtain specialized assistance for application processes.

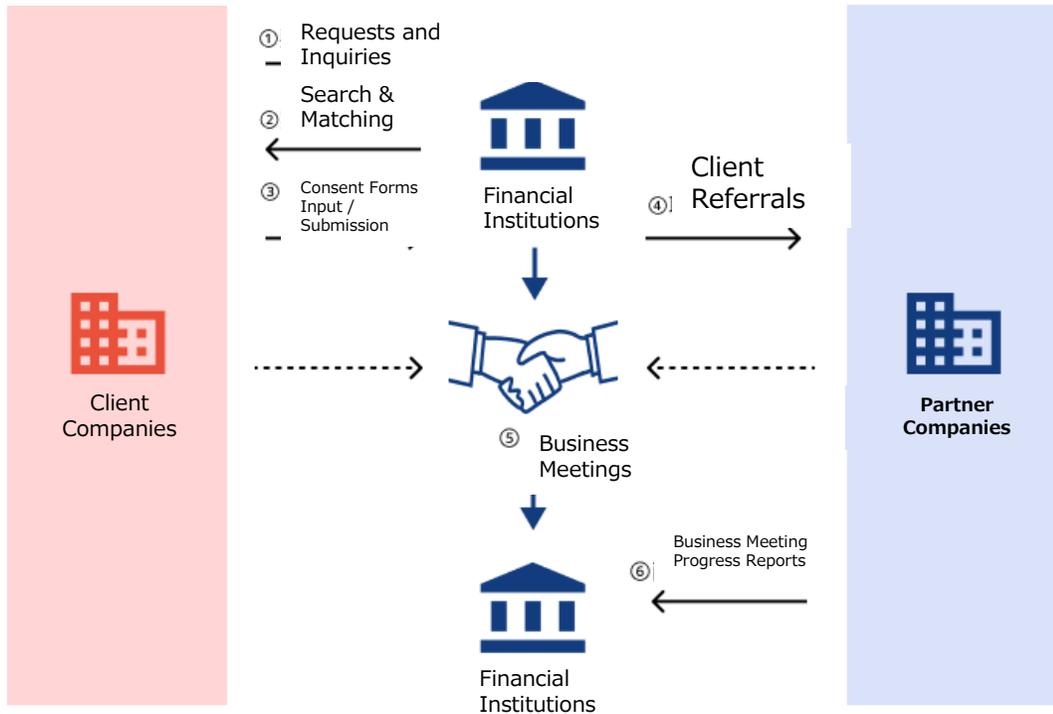
# How “Big Advance” Works

Innovative Services for SMEs: “XX Big Advance” for each Financial Institution - Breaking Regional and Institutional Barriers



Released the “BM Portal,” a platform for centralized online management of business matching operations at financial institutions.

## | **BM Portal** Business Matching Mechanism



### Key Features

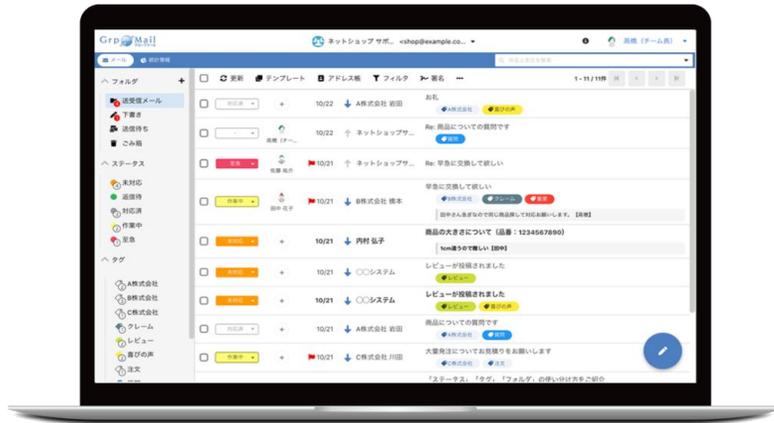
- Management of Partner Companies' Service Information
- Digitization of Business Referral Agreements
- Tracking and Managing the Progress of Business Matchings
- Systematization of Business Matching Knowledge and Case Studies
- Equipped with Flexible Workflow Features
- Centralized Operations through Invoice Issuance Function

## Utilizing Generative AI for Internal Inquiries on Policies and Documents within Financial Institutions

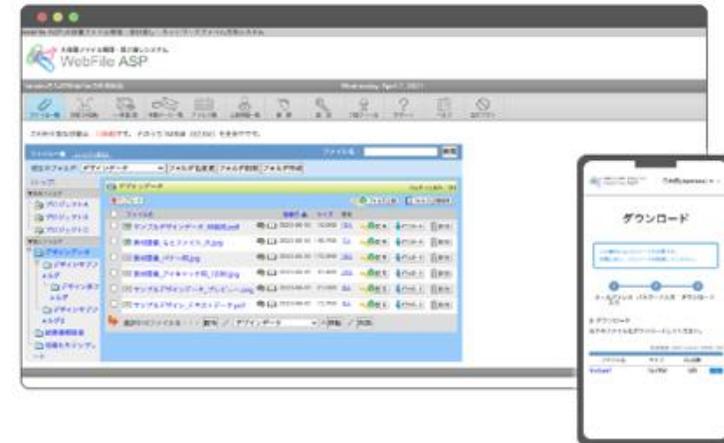


- Developed FAQ functions by training AI with work regulations and manuals to create chatbots that can answer questions.
- By leveraging generative AI for internal inquiries regarding policies and documents, employees can quickly access the information they need.
- This ensures access to the most up-to-date information at all times, supports new employees in quickly catching up with their roles, and reduces the burden of responding to inquiries.

- Developed and provided by Key Point, a group company.
- Introduced to over 2,000 companies to date.
- Addressing Information Security Challenges Such as File Attachment Transmission and Paperless Operations

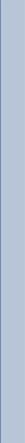


A simple interface that prevents duplication and oversight, with a shared email management



Corporate email transmission and sharing system that consolidates file transfers and





03

**Key Topics**

# TV Commercial Rollout

A new campaign featuring Ms. Orin launched in selected areas on October 20, 2025, aiming to boost awareness of the service.

*Companies connect and grow bigger!*

*Business matching that helps SMEs thrive.*



*Big Orin?*

## The 9th Big Advance Conference

- Held with approximately 80 participating financial institutions that have adopted "Big Advance," aiming to strengthen collaboration beyond institutional boundaries.
- Financial institutions from across Japan gathered to share best practices and initiatives for supporting SMEs.



### **【Event Overview】**

- Date: Friday, November 28, 2025
- Format: Hybrid (In-person and Online)
- Program:
  - Keynote Speech
  - Big Advance Case Studies & Success Stories

## Expanding Adoption of "BM Portal," "SAF," and "WebFile/GrpMail"

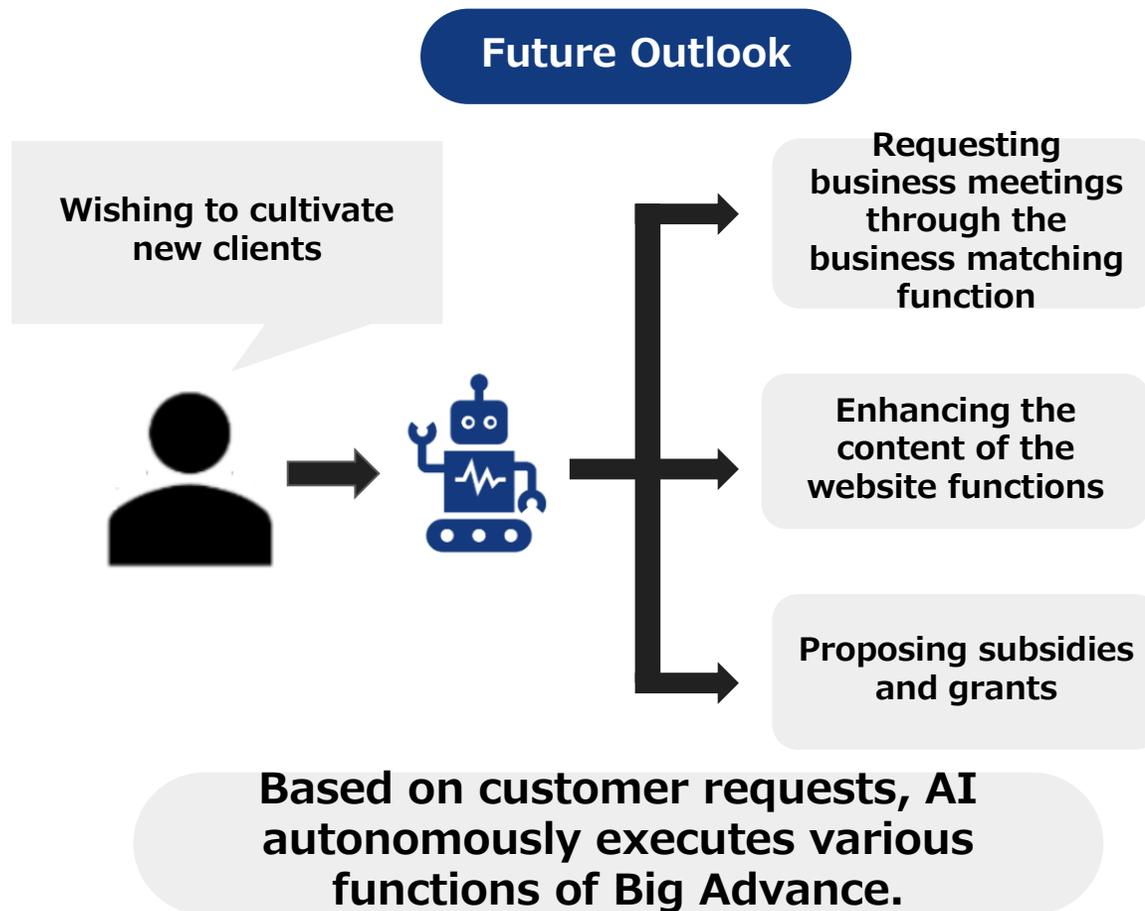
- Joyo Bank has decided to adopt "BM Portal," a business matching management service for financial institutions.
- Akagi Shinkumi Bank has introduced "SAF," an AI-powered FAQ service for financial institutions.
- Credit Guarantee Association of Kagoshima Prefecture has introduced "WebFile/GrpMail," a file transfer and sharing service.
- Multiple adoptions of each service have been confirmed by other financial institutions, with rollouts proceeding sequentially.



# AI Agent Initiative in Big Advance

- Further accelerating the use of generative AI in Big Advance, which has been promoted to date
- Aiming for future transformation into an AI agent

## Future Outlook

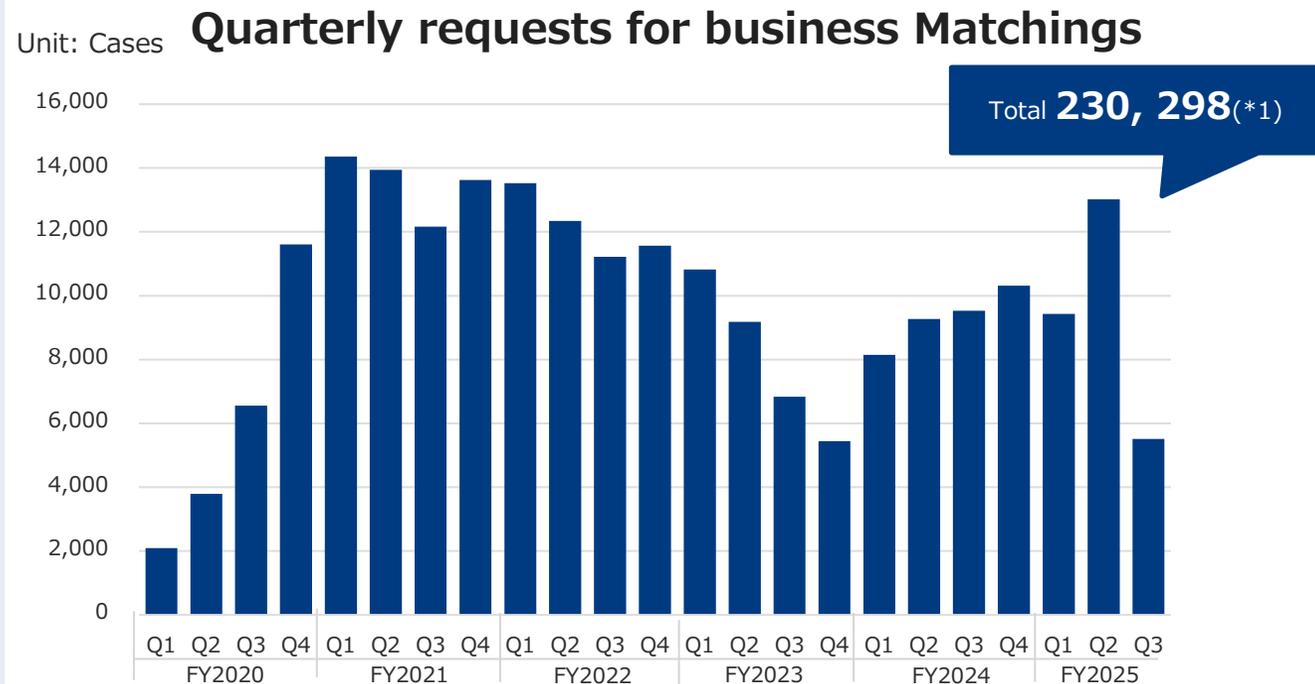


## [Feature Releases for AI Agent Integration]

- July 2025  
Released the AI-powered function for automatic generation of business meeting requests
- August 2025  
Launched a conversational AI search feature enabling high-precision matching
- Dec 2025  
Launched AI-powered text generation for website creation

# Benefits of adopting Big Advance (1) ~Business Matching~

- Business Matching Features Support Development of New Partnerships, Alliances, and Cross-Industry Innovations, Including New Product Development.
- Focusing on functional improvements and business meeting events has led to a resurgence in the number of business talks, now exceeding 230,000 cumulatively.
- Prioritized meeting quality in Q3 by implementing a request limit, resulting in a temporary dip in total volume.



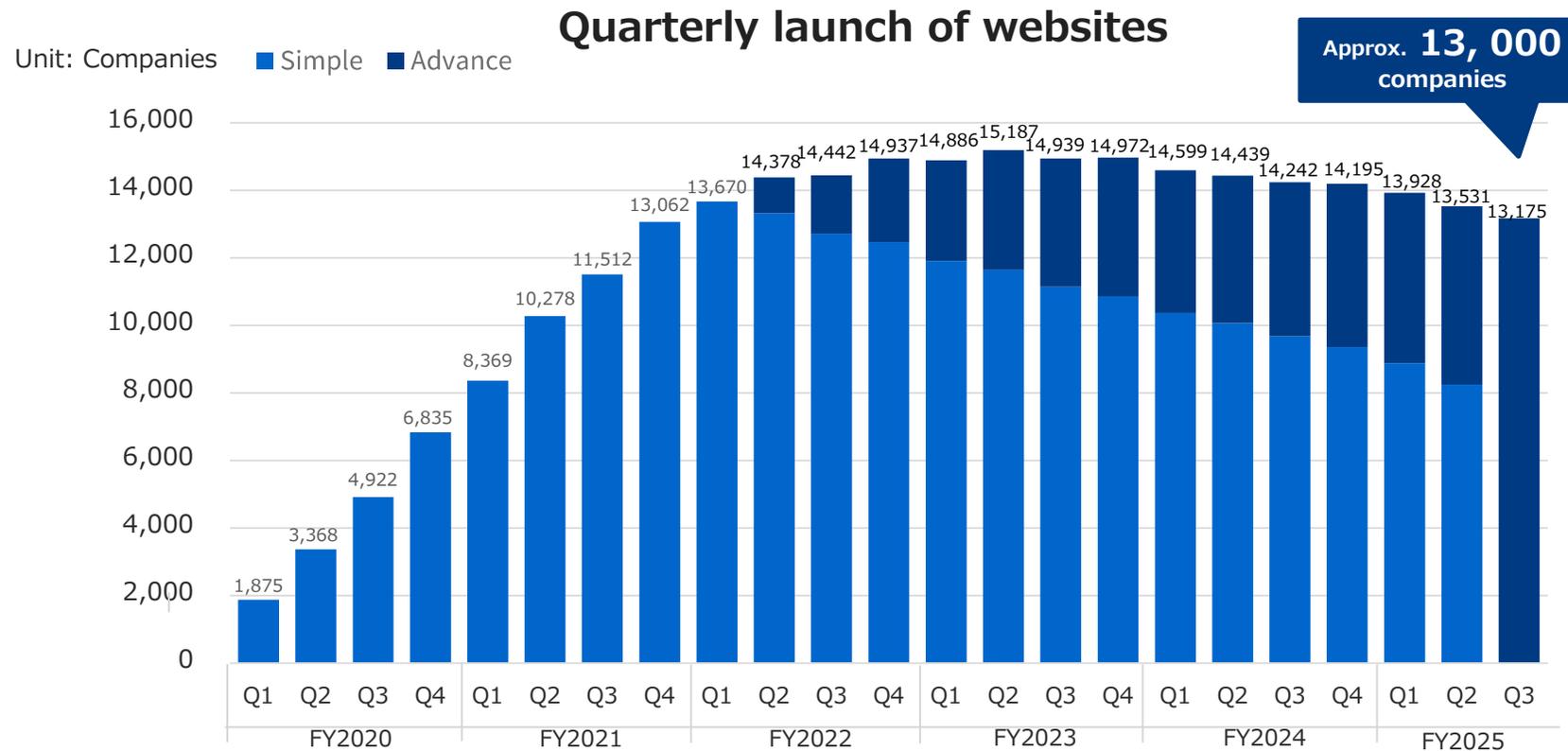
(\*1) As of end December 2025

### Initiatives to Increase Number of Business Negotiations

- Major Improvements to UI/UX for Searching and Viewing Needs, and Submitting Negotiation Requests
- Hosting Online Business Matchmaking Events
- Introducing Potential Matching Companies Using AI
- Displaying Recommended Opportunities in the Needs List Using AI

## Benefits of adopting Big Advance (2) ~Creation of Website~

- Enabling easy website creation and updates without specialized knowledge, supporting corporate information dissemination.
- Standardized all formats to "Advance" in Oct 2025, offering higher information capacity and industry-specific website templates.
- Approximately 13,000 companies have established websites.



# Benefits of adopting Big Advance (3): Employee Benefits “Fukuri” KOKOPELLI

- Formed a business alliance with Relo Club, expanding the number of available stores to over 10,000
- Employees of member companies can use discount coupons as part of their employee benefits



**RELO CLUB**  Member companies

Coupon Provision

**FÜKÜRI**

Coupon Provision



Employees of member companies



【Mission】

地域発世界

From Region to the World

【Objective】

Support the global expansion of SMEs to boost Japan's economy

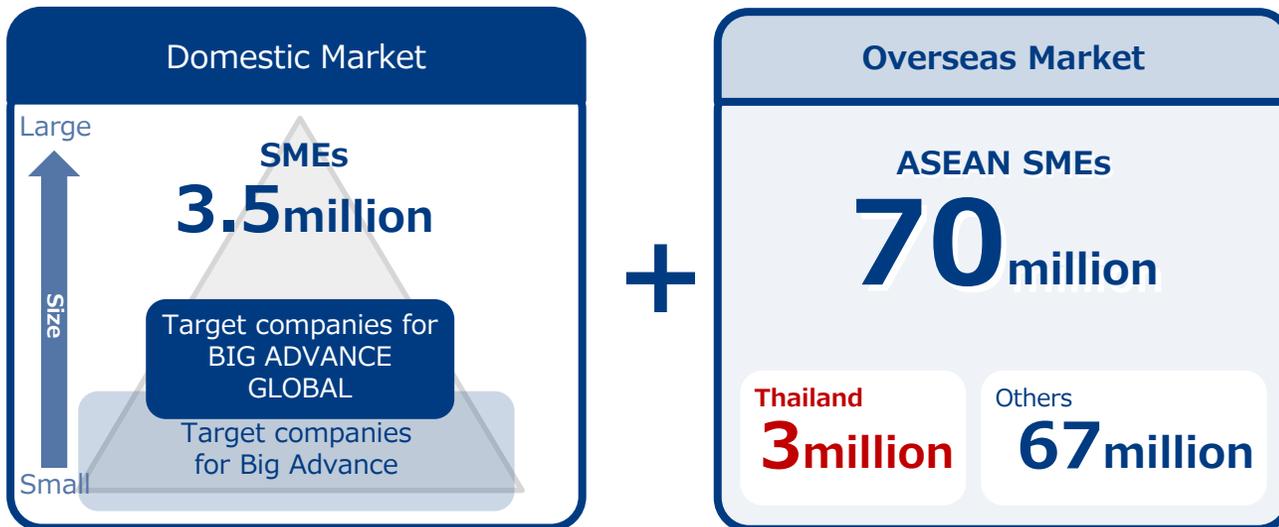
# Business Model of BIG ADVANCE GLOBAL

## External Environment

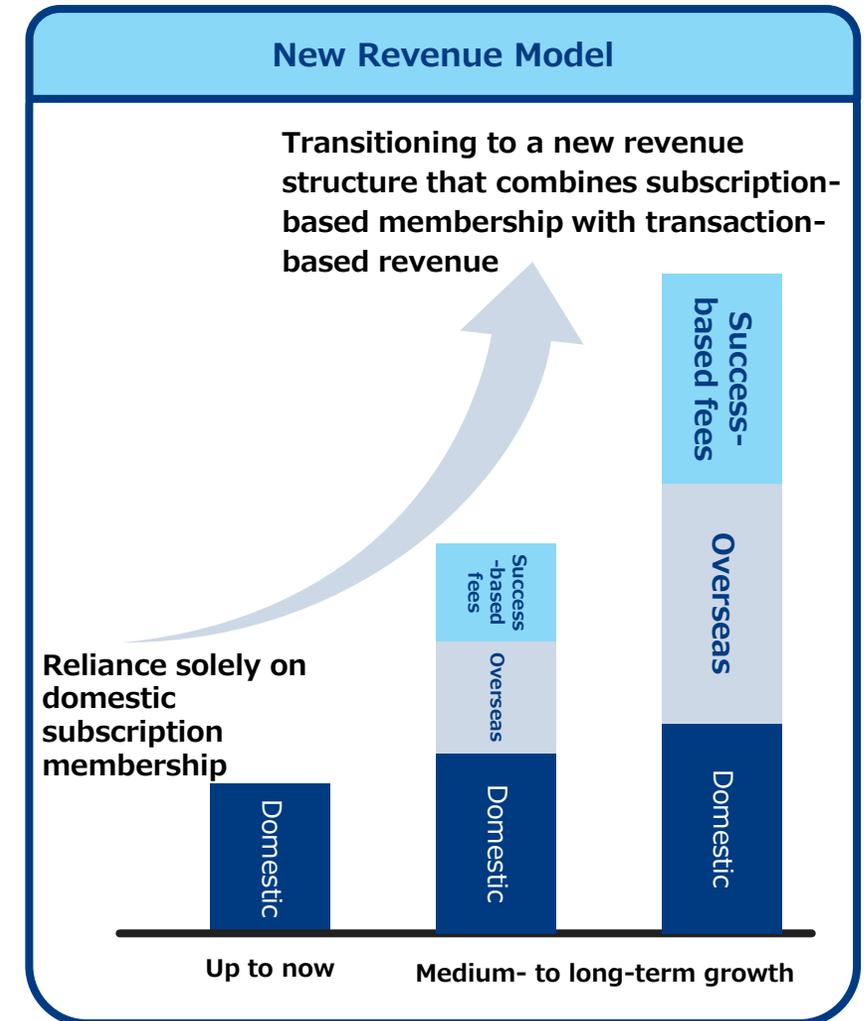
- With a declining population and a shrinking domestic market, overseas expansion has become indispensable for the sustainable growth of SMEs.
- Approximately 40% of Japanese SMEs (\*) are interested in expanding overseas.
- The impact of tariffs imposed during the Trump administration has heightened the need to build new supply chains.
- Economic growth in emerging markets, particularly ASEAN, is expanding business opportunities.

## Business Model

- For Japanese companies, the model is a success-based fee system tied to business matching results, serving as a new growth engine for KOKOPELLI through each transaction.
- For Thai companies, the model is subscription-based, designed for wide deployment among many enterprises.
- The company aims to develop new markets in Japan and Thailand, and eventually across ASEAN.

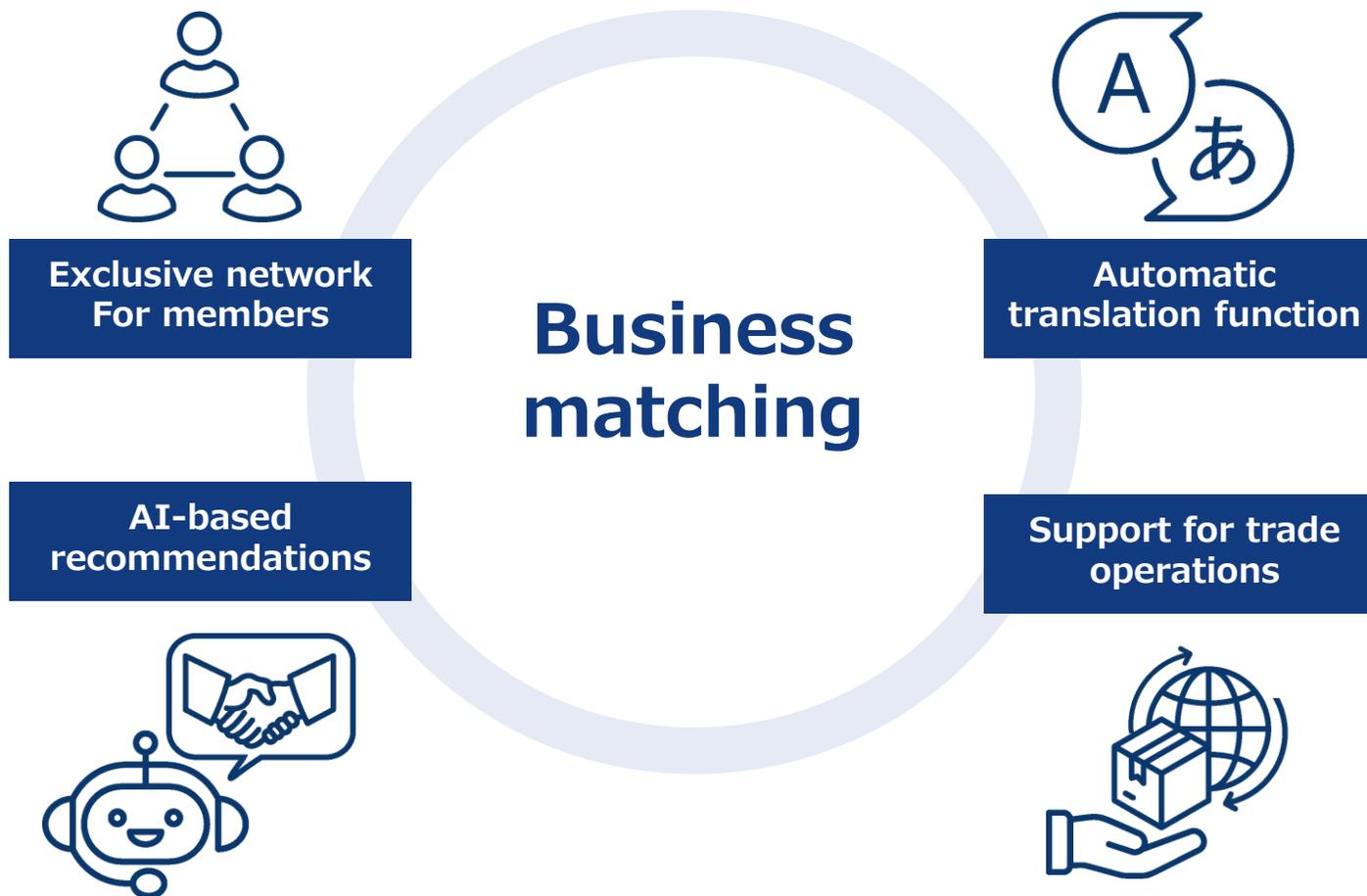


(\*) Based on the "Survey on Overseas Expansion of SMEs" commissioned by the Small and Medium Enterprise Agency.

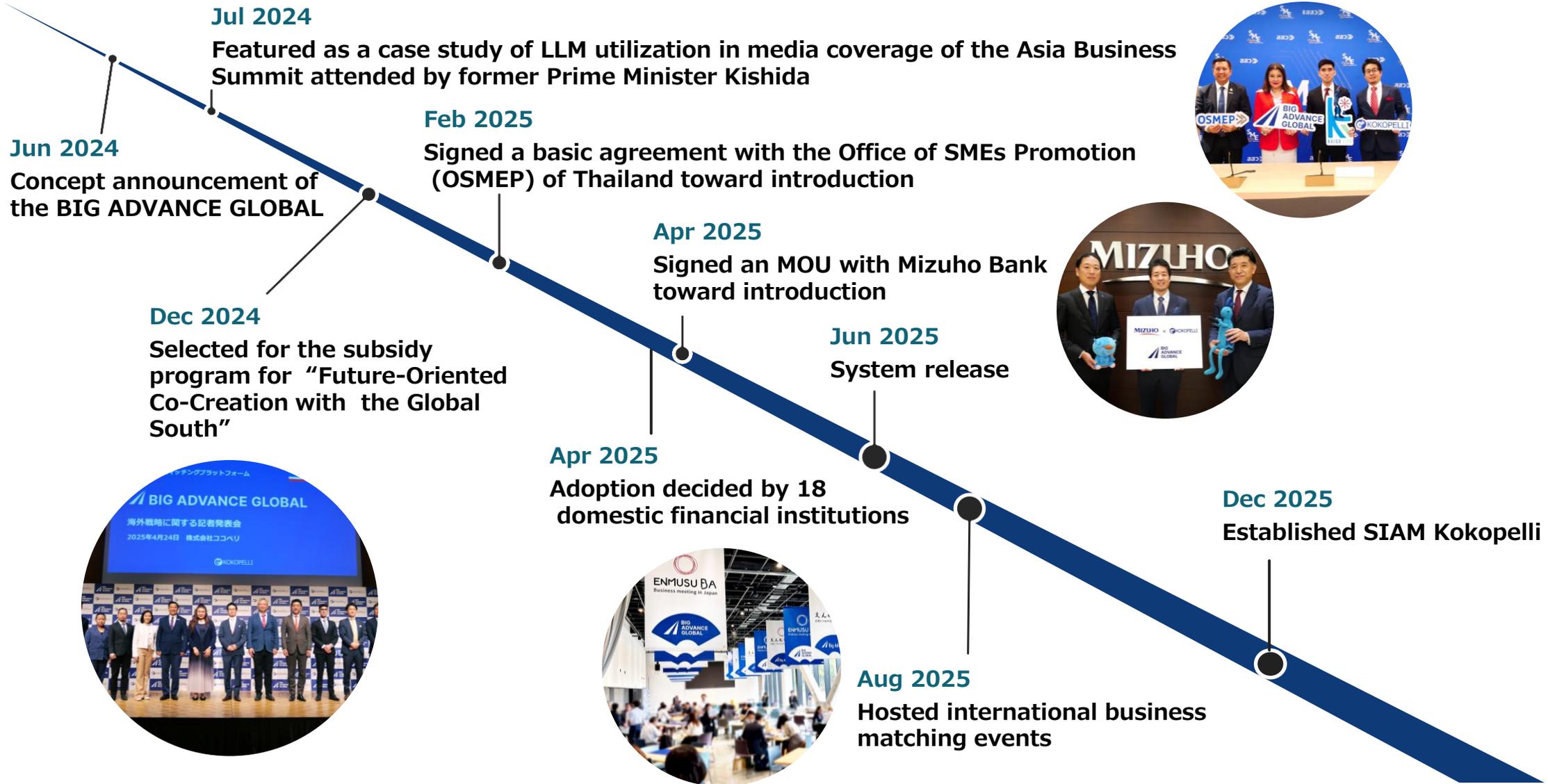


## Features of BIG ADVANCE GLOBAL

- Leveraging the “trusted network” provided by financial institutions and “advanced technology”
- Japan’s first global platform enabling direct trade between SMEs



# History of BIG ADVANCE GLOBAL



## New UI/UX Designed for Global Expansion

- Multilingual support (Japanese and Thai)
- Smartphone optimization
- Integration with SNS (including LINE)
- Online contract execution

## Proprietary Automatic Translation Engine Utilizing LLM

- AI-powered automatic translation for text chat
- Video chat with AI-powered automatic translation

## Proprietary AI Technology

- AI multilingual search (to be implemented)
- Automatic generation of project registration texts (to be implemented)
- AI-based recommendations of matching partners (to be implemented)



Thai projects displayed in Japanese; registration available in Japanese



Chat in Japanese with Thai counterparts, supported by AI real-time translation



AI translates Thai messages instantly, enabling smooth communication  
Face-to-face business meetings via video chat

Coming Soon

AI search

AI generation

AI recommendation

## Established SIAM KOKOPELLI

- Established "SIAM KOKOPELLI" through a joint venture with strategic partner Kaigo Life to expand operations in Thailand.
- Under our licensing agreement, SIAM KOKOPELLI will provide services to local financial institutions and member companies in Thailand.

Company Name	SIAM KOKOPELLI Co., Ltd.
Location	20 Soi Sukhumvit 67, Sukhumvit Road., North Phrakhanong, Wattana, Bangkok, 10110
Representative	CEO: Chinnatip Phornprapha (COO of KAIGO Life)
Capital	2,000 thousand THB (approx. 9,000 thousand JPY)
Date of Establishment	December 8, 2025
Major Shareholders & Ownership Ratio	KAIGO Life: 51% Kokopelli Inc.: 49%



04

FY2025 Third Quarter Result

# FY2025 Q3 Profit and Loss Statement

- Positioning the current fiscal year as an investment phase for future breakthroughs, with large-scale investment in BIG ADVANCE GLOBAL proceeding as planned.
- While Big Advance revenue remains steady, consolidated net sales reached 1,306 million yen, impacted by the absence of large-scale subsidies in DX Solutions that were recorded in the previous year.
- Aggressive investment of over 500 million yen in BIG ADVANCE GLOBAL resulted in an EBITDA of -188 million yen and an operating loss of 403 million yen.
- Major investments in BIG ADVANCE GLOBAL, including development costs, were largely completed by the end of the third quarter.
- Excluding BIG ADVANCE GLOBAL, the company maintained profitability with an operating profit of 0 million yen and an EBITDA of 153 million yen.

	FY2024 Q3 Results (a)	FY2025 Q3 Results			YoY Change (b) - (a)	YoY Comparison (b) / (a)
		Total (b)	Excluding BAG (*1)	BAG only (*2)		
Net Sales	1,550	<b>1,306</b>	<b>1,306</b>	—	<b>-244</b>	<b>-15.8%</b>
Gross Profit	871	<b>536</b>	<b>647</b>	<b>-110</b>	<b>-335</b>	<b>-38.5%</b>
Gross Profit Margin	56.2%	<b>41.1%</b>	<b>49.6%</b>	—	—	—
EBITDA	305	<b>-188</b>	<b>153</b>	<b>-342</b>	<b>-494</b>	—
Operating Income	155	<b>-403</b>	<b>0</b>	<b>-404</b>	<b>-558</b>	—
Operating Margin	10.0%	—	<b>0.1%</b>	—	—	—
Ordinary Income	156	<b>-402</b>	<b>2</b>	<b>-404</b>	<b>-558</b>	—
Profit Attributable to Owners of Parent	90	<b>-297</b>	<b>106</b>	<b>-404</b>	<b>-388</b>	—

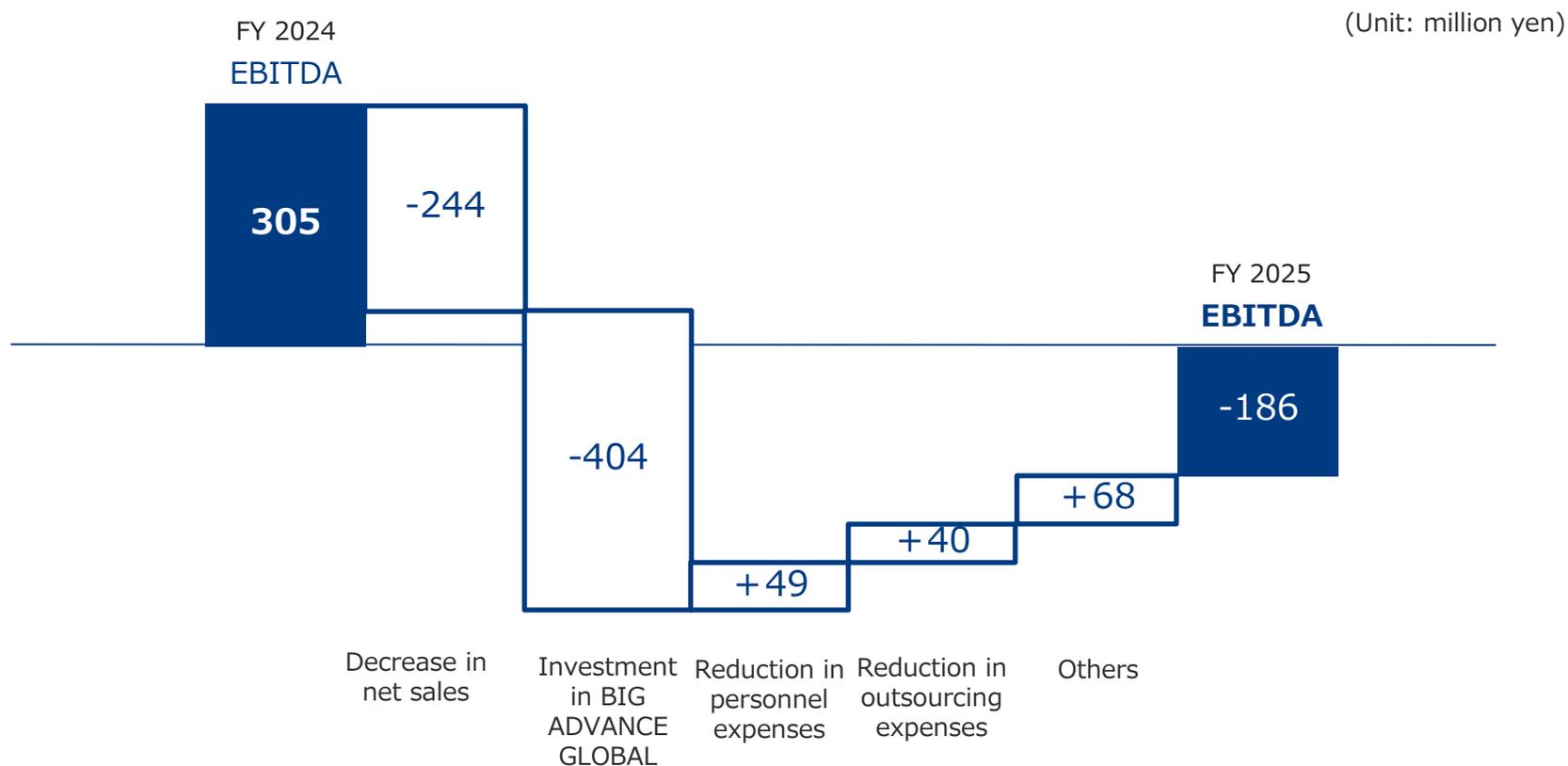
(Unit: million yen)

(\*1) Results excluding BIG ADVANCE GLOBAL

(\*2) Results of BIG ADVANCE GLOBAL

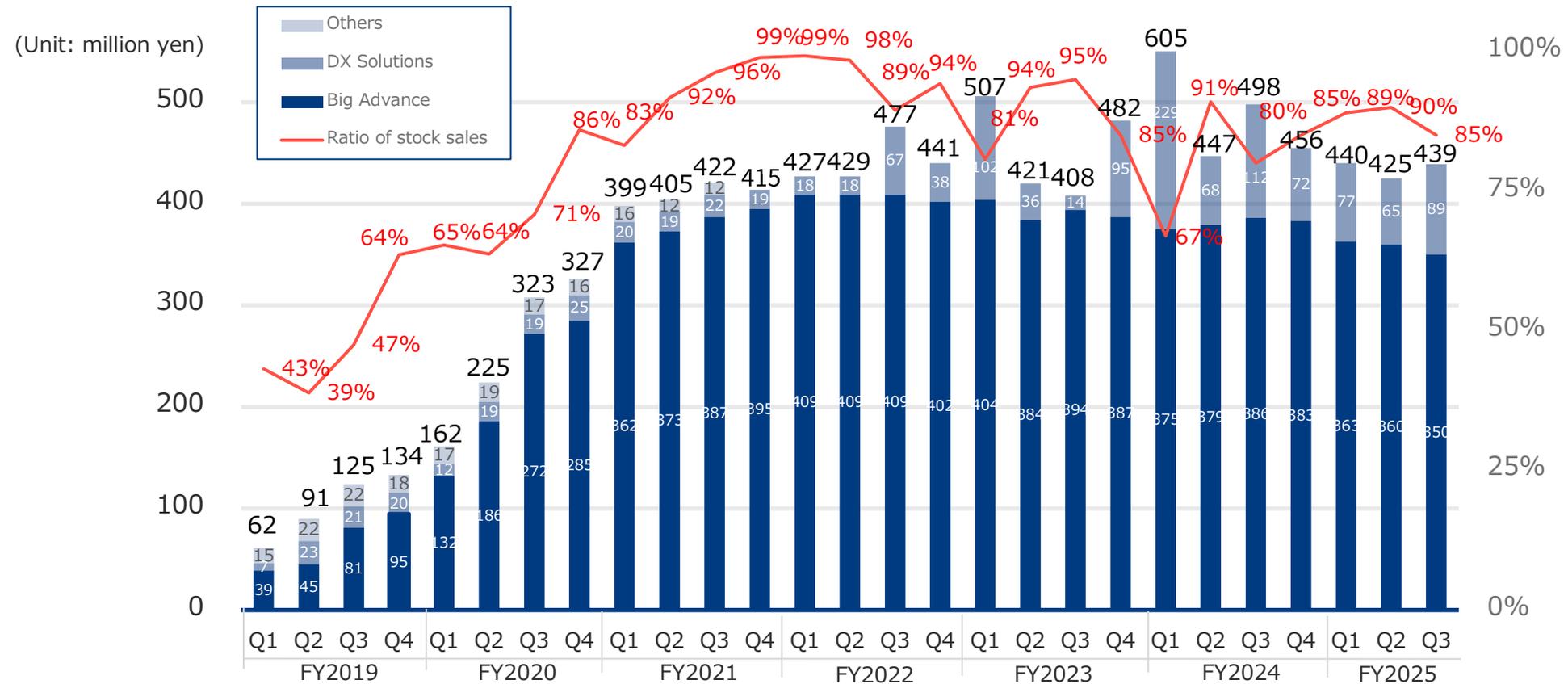
# Factors affecting EBITDA

In DX Solutions, the absence of large subsidies recorded in the previous fiscal year led to a significant decline in net sales, and investments in BIG ADVANCE GLOBAL resulted in an EBITDA loss of 186 million yen.



# Trends in Quarterly Sales

Due to the revenue decline in DX Solutions, sales decreased by ¥244 million YoY, while the ratio of stock-type revenue (\*2) stood at 85%.



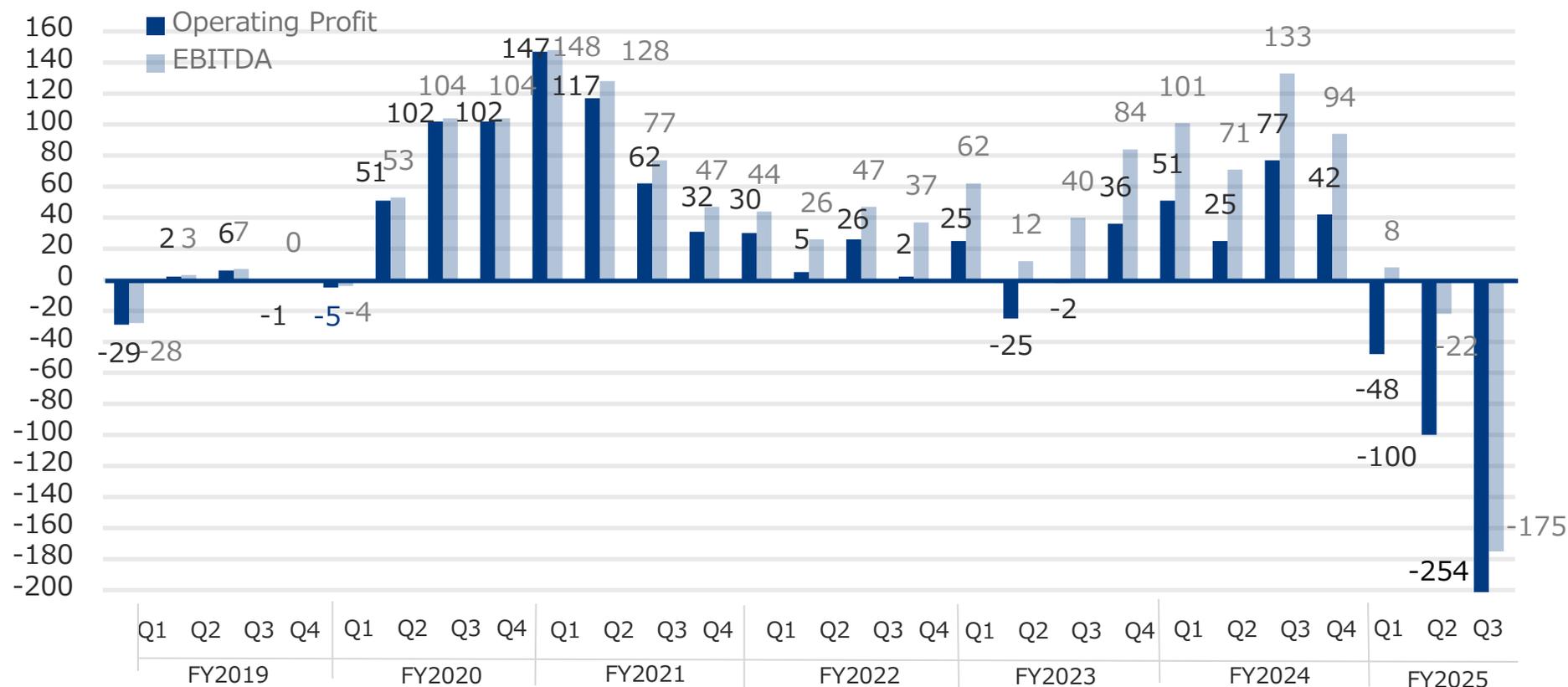
(\*1) Stand-alone results used until Q2 of FY2022, and consolidated results from Q3 of FY2022.

(\*2) Stock sales: revenue share of monthly maintenance cost and monthly cost of Big Advance at financial institutions.

# Trends for Quarterly Operating Profit/Loss and EBITDA

- EBITDA fell to -¥175 million due to revenue decline in DX Solutions and proactive investments in BIG ADVANCE GLOBAL.
- Major investments in BIG ADVANCE GLOBAL were largely completed by the end of Q3.

(Unit: million yen)

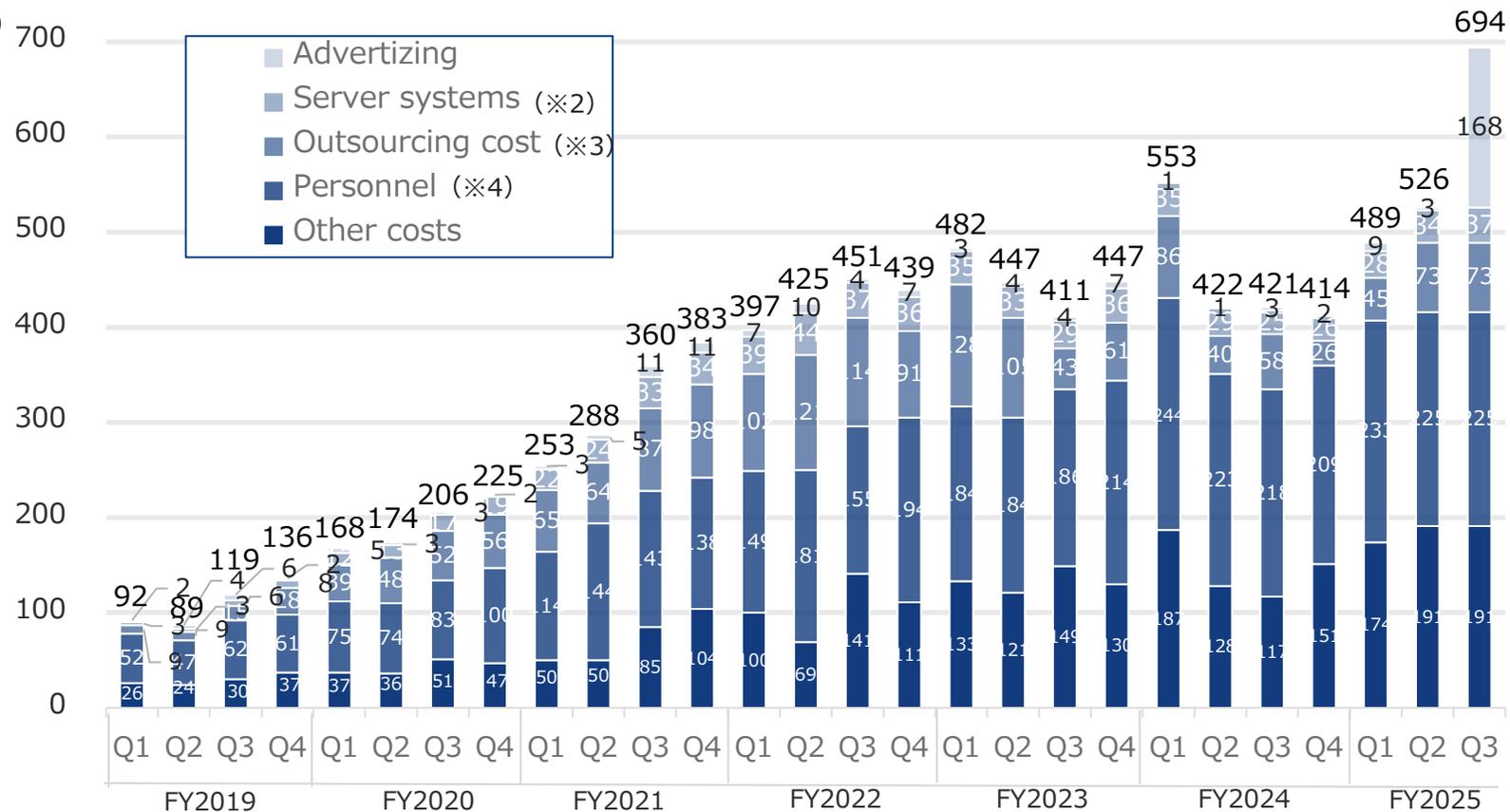


(\* ) Since FY2023 Q3, when consolidated financial statements were adopted, the financial figures until FY 2023 Q2 were based on individual (standalone) statements.

# Trends in Quarterly Cost Structure

## Increased investment in BIG ADVANCE GLOBAL

(Unit: million yen)



(\*1) Financial statements are on a stand-alone basis until Q2 of FY2022, and then on a consolidated basis from Q3 of FY2023.

(\*2) AWS and web system usage fees. CoGS

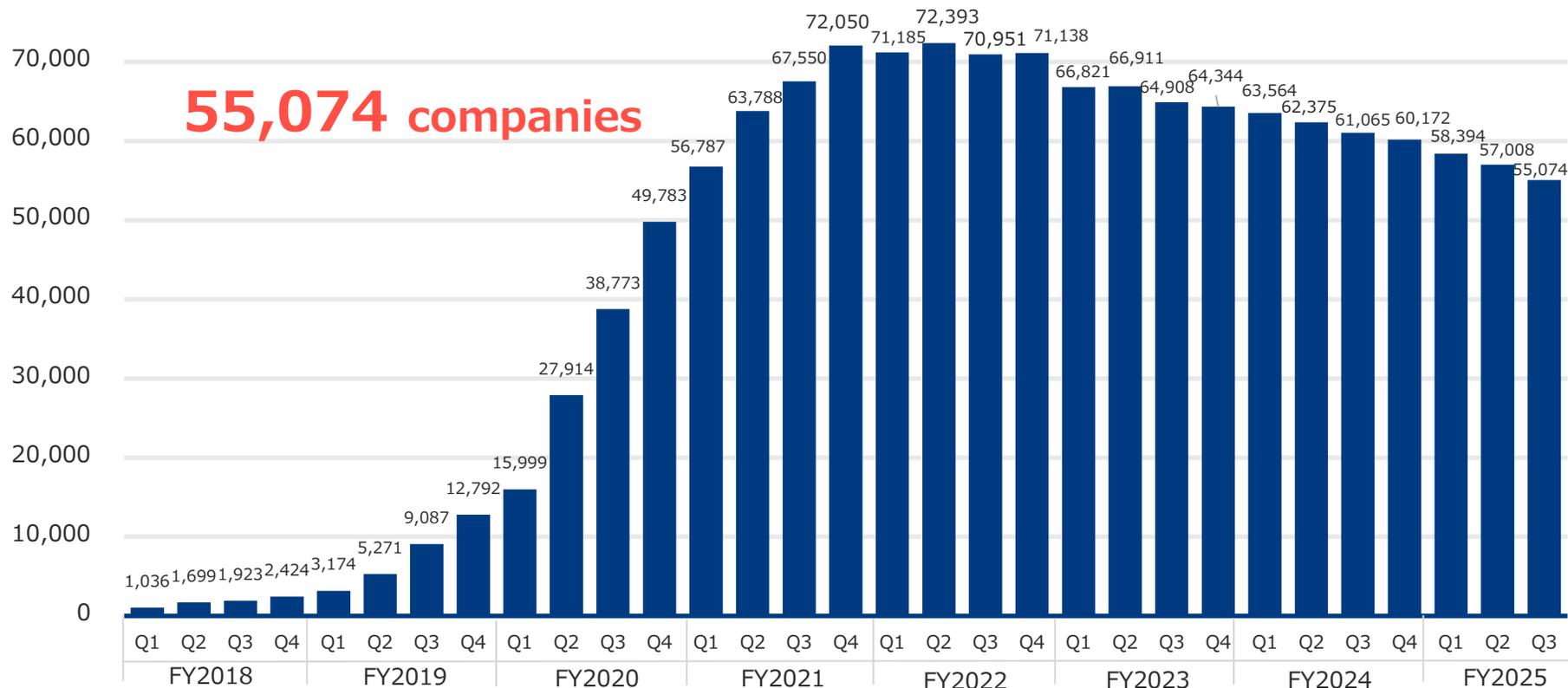
(\*3) Cost of outsourcing development to external engineers. CoGS

(\*4) Salary for engineers, sales, customer service, corporate employees and executive pay, plus social insurance and recruitment costs. Total of CoGS and SGA.

# Quarterly Trends of Member Companies

The number of member companies decreased by 1,934 from Q2, bringing the total to 55,074. (\*1)

Unit : companies

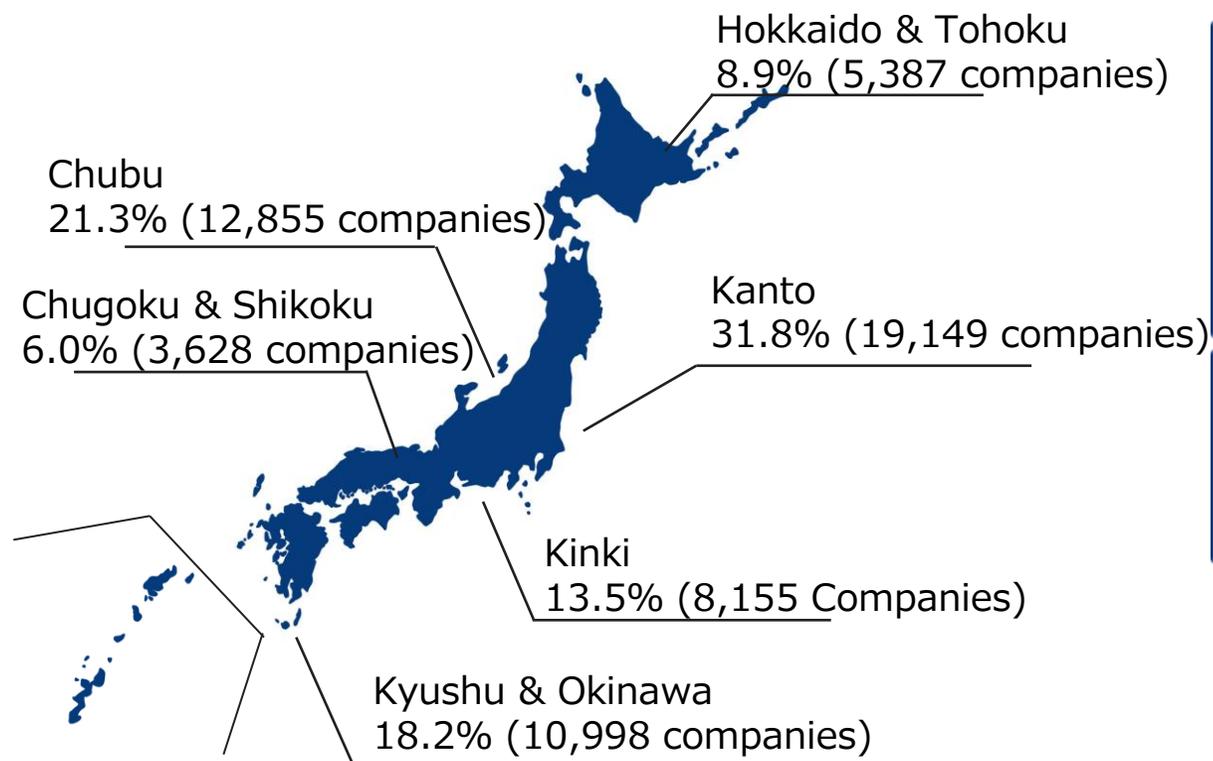


(\*1) As of the end of December 2025

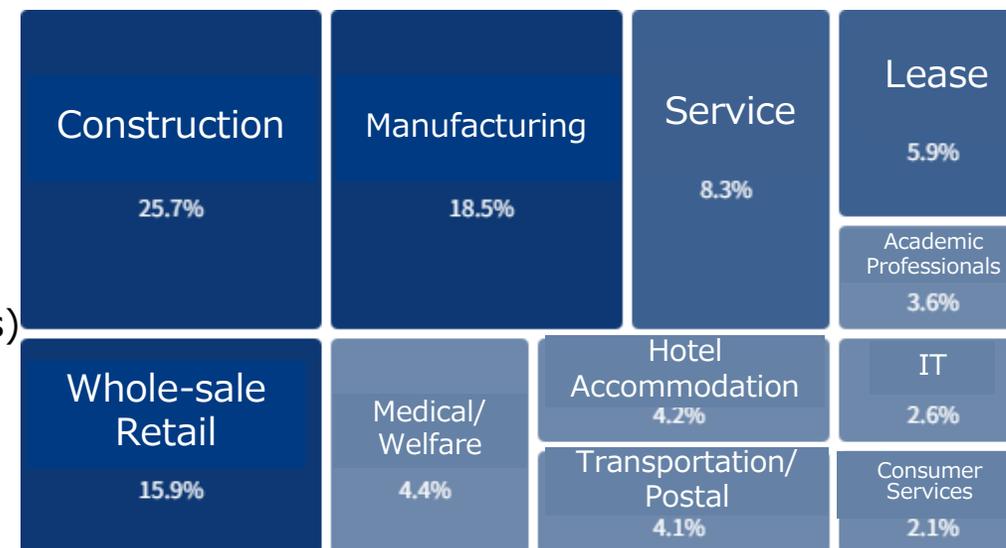
# Nationwide Network of Member Companies

A unique network of SMEs participating from across the nation beyond regional boundaries

### Composition ratio of Big Advance member companies by region



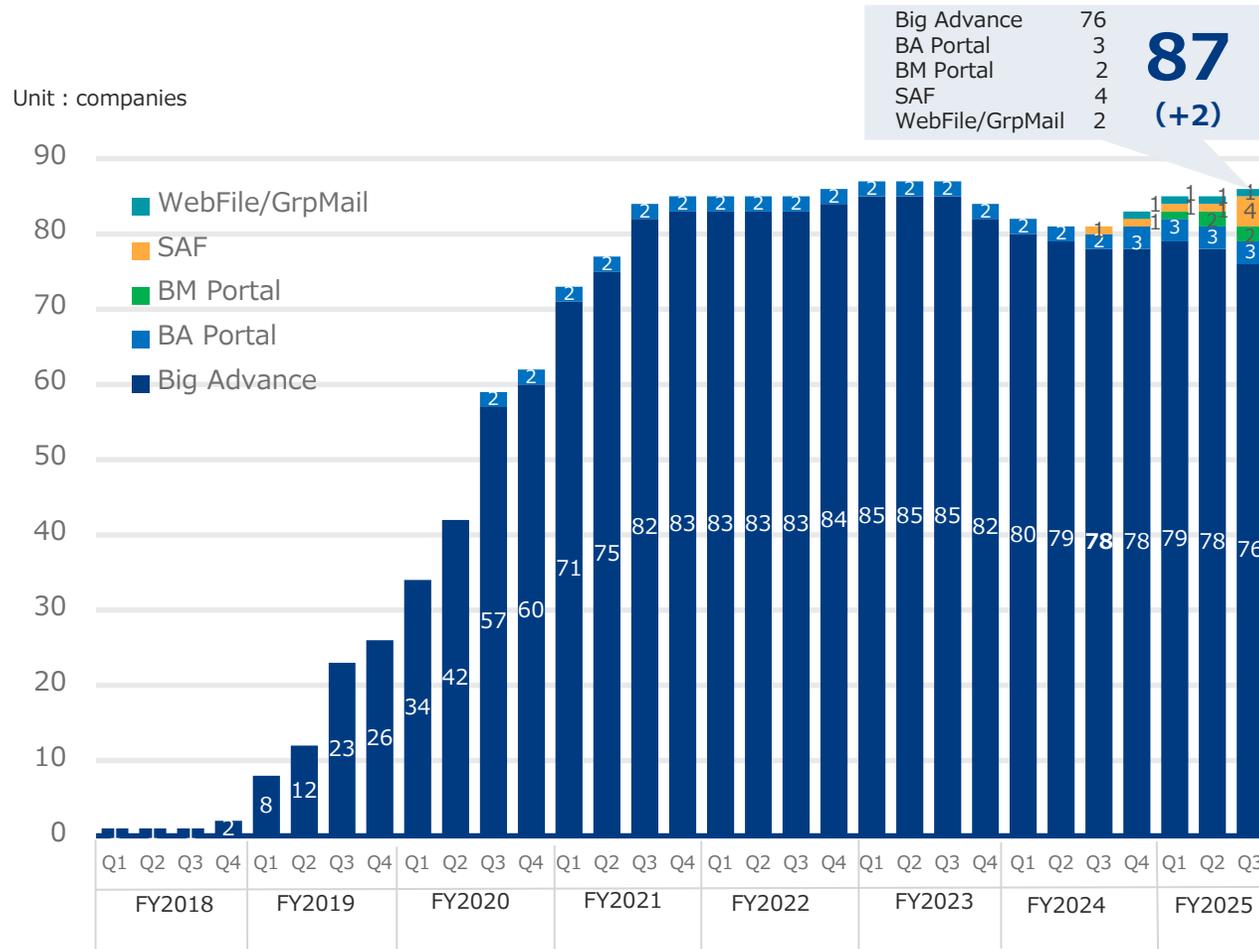
### Industry Composition of Big Advance Member Companies



(\*1) As of the end of March 2025

# Trend in Financial Institutions Adopting Kokopelli Group Services

**Big Advance: 76 institutions (-2), SAF: 4 institutions (+3), Webfile/GrpMail: 2 institutions (+1), totaling 87 financial institutions.**



**【Big Advance】**

**Hokkaido / Tohoku Region**

Aomori Michinoku Bank / Iwate Bank / Kita-Nippon Bank / The 77 Bank / Shonai Bank / Sendai Bank / Toho Bank / Hokuyo Bank

**Hokuriku Region**

Kanazawa Credit Union / Kyoei Credit Association / Sanjo Shinkin Bank / Niigata Shinkin Bank / Fukui Bank / Fukui Credit Union / Fukuho Bank / Hokuriku Bank

**Kanto / Koshinetsu Region**

Alupuschoo Shinkin Bank / Ashikaga Bank / Kawasaki Credit Union / Kofu Credit Union / Seibu Credit Union / Joyo Bank / Suwa Shinkin Bank / Daiko Bank / Tama Credit Union / Chiba Bank / Chiba Credit Union / Tokyo Higashi Credit Union / Towa Bank / Tochigi Bank / Nagano Bank / Hanno Credit Union / Higashi Nihon Bank / Hiratsuka Credit Union / Mito Shinkin Bank / Yokohama Credit Union

**Tokai Region**

Gifu Shinkin Bank / Kuwana Mie Credit Union / Seishin Credit Union / Takayama Credit Union / Aichi Bank / Tono Credit Union / Toyokawa Credit Union / Nagoya Bank / Hekikai Credit Union

**Kansai Region**

Ikeda Senshu Bank / Osaka shoko Shinkin Bank / Kinokuni Shinkin Bank / Kiyo Bank / Kyoto Bank / Shiga Chuo Credit Union / Tajima Bank / Tajima Credit Union / Nara Chuo Shinkin Bank / Himeji Shinkin Bank

**Chugoku / Shikoku Region**

Iyo Bank / Ehime Bank / Kure Credit Union / Kochi Bank / Sanin Godo Bank / Shikoku Bank / Tamashima Credit Union / Tomato Bank / The Hiroshimashi Credit Cooperative

**Kyushu / Okinawa Region**

Oita Bank / Okinawa Bank / Okinawa Kaiho Bank / Kagoshima Sougo Shinkin Bank / Koga Shinkin Bank / Saga Bank / Nishi Nihon City Bank / Higo Bank / Fukuoka Chuo Bank / Nagasaki Bank / Minami Nippon Bank / Miyazaki Bank

**【BA Portal】**

Okinawa Bank / Kyoto Bank / Higo Bank

**【BM Portal】**

Kyoto Bank / Okinawa Bank

**【SAF】**

A Shinkin Bank in the Kinki region (Non-disclosed) / Suwa Shinkin Bank / Matsumoto Shinkin Bank / Akagi Credit Union

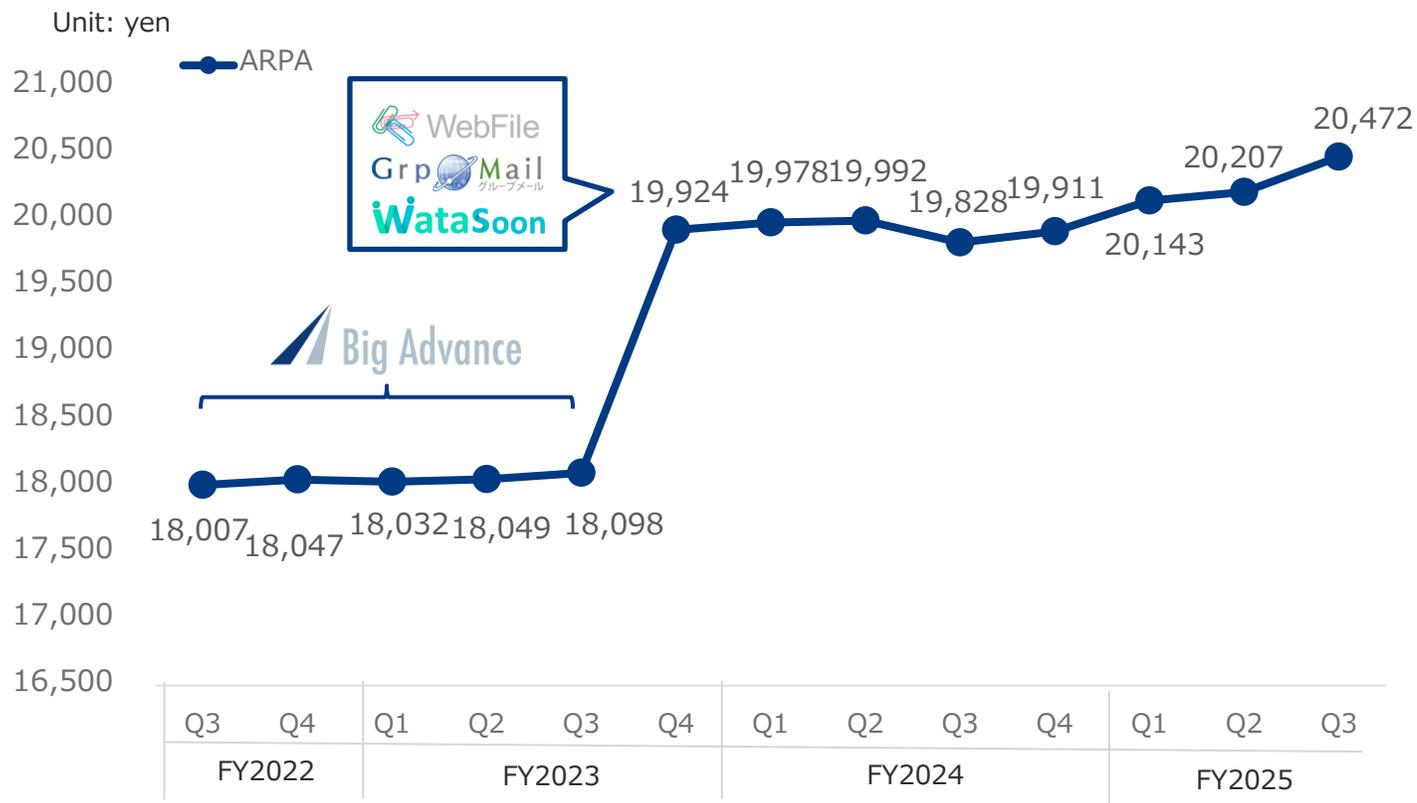
**【WebFile/GrpMail】**

Tokushima Taisho Bank / Kagoshima Credit Guarantee Corporation

(\*1) As of the end of December 2025

## The trend of ARPA for the entire group

- Based on the ARPA expansion strategy, the product lineup was expanded, leveraging the synergies among products.
- ARPA increased 3.2% YoY to 20,472 yen.

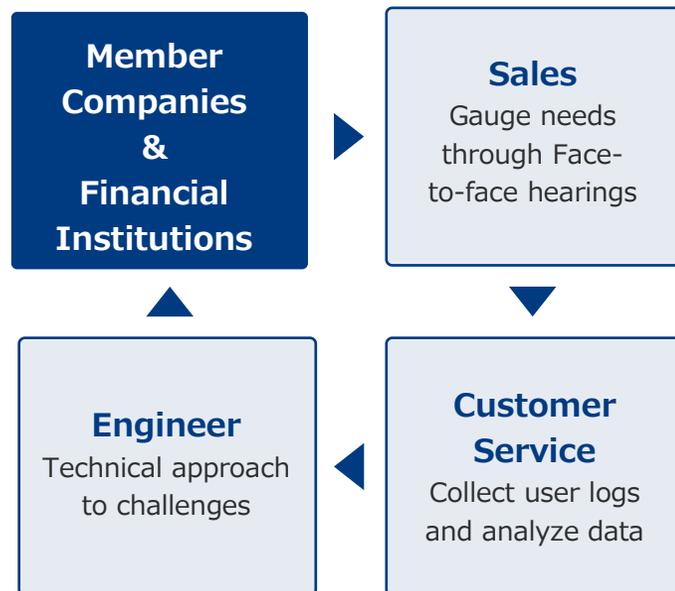


(\*) ARPA stands for "Average Revenue per Account", referring to an average sales amount per account.  
 This figure is calculated by dividing the annual revenue sales from member companies by the number of member companies at the end of each quarter.

# Sustaining users with quick improvements to functions

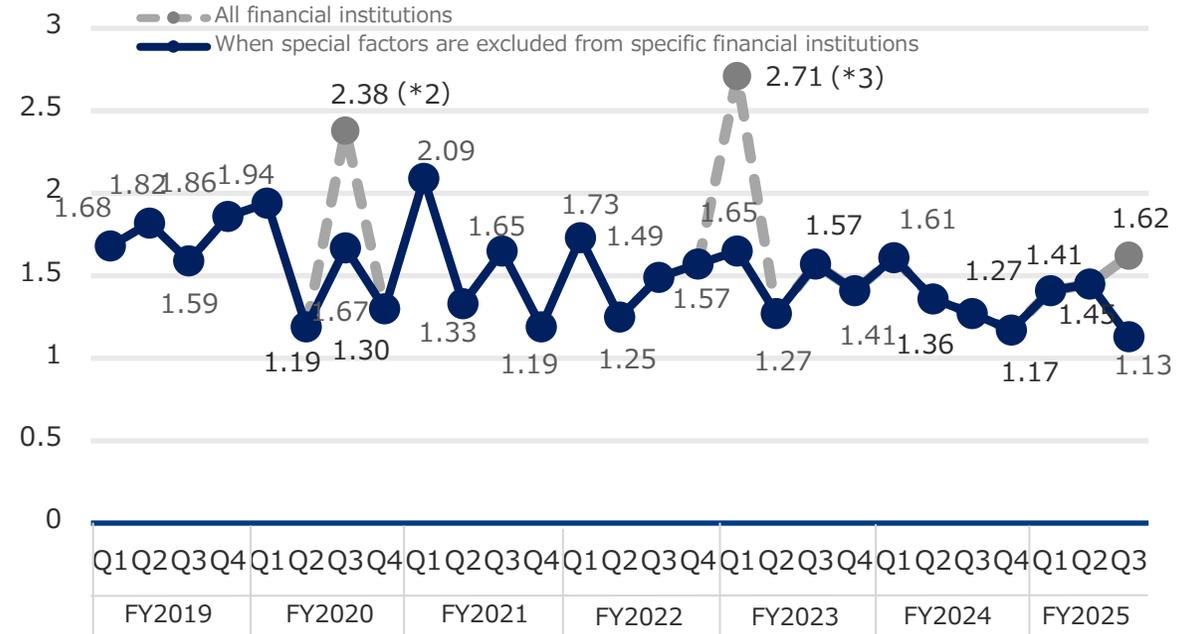
Average annual churn rate stayed in the 1% range, on the back of efforts to collect and quickly reflect the needs of financial institutions and member companies in our services to heighten customer satisfaction and convenience.

## Cycle of functional upgrades



## Ave. Annual Churn Rate at 1.41% (\*1)

### Ave. Quarterly Churn Rate



(\*1) Churn rate: (Unsubscribed companies during the month) / (Subscribed companies at previous month end (12-month average from January 2025 to December 2025))

(\*2) One-off increase in churn rate due to special factors at certain financial institutions in December 2020. Average churn rate in Q3 FY2020 is 1.67% without this effect.

(\*3) The churn rate rose for a while in March and April 2023 due to special factors at certain financial institutions. Besides this, the average churn rate in Q1 FY2022 was 1.65%.

(\*4) Temporary increase in October 2025 due to a financial institution's withdrawal. Excluding this factor, the average churn rate in Q3 FY2025 was 1.13%.



05

**FY2025 estimates**

# Business Policy for FY2025

We will pursue business growth in FY 2025 through the following initiatives.

## Initiatives for Big Advance

### Strengthening our position as essential infrastructure for SMEs

- Strengthening marketing efforts to restore membership growth
- Enhancing relationships with financial institutions
- Expanding support for member companies
- Strengthening “Fukuri,” the employee benefits coupon platform for SMEs
- Launching the overseas business matching platform “BIG ADVANCE GLOBAL” in Thailand
- Expanding implementation of the corporate portal site
- Rolling out the new business matching management service “BM Portal”

## Initiatives for DX Solutions

- Expanding adoption of the specialized AI FAQ system “SAF,” powered by generative AI
- Increasing the number of financial institutions implementing the file transfer and sharing services “GrpMail” and “WebFile”
- Broadening the range of subsidies handled through subsidy utilization consulting services

# Marketing Enhancement Initiatives

- Expand marketing investments to raise service awareness and drive an increasing trend in membership
- Implementation scheduled for the second half of FY2025



## Raising Service Awareness through Celebrity Utilization

- Launch marketing initiatives such as TV commercials featuring celebrities
- Refresh flyers, brochures, and other materials to strengthen branding
- Expand awareness among potential customers



## Landing Page (LP) Renewal

- Renew the LP in line with celebrity-based marketing initiatives
- Strengthen visitor navigation on the website
- Build an Inside Sales Structure



## Enhancing relationships with financial institutions

- Coordinate with financial institutions in line with celebrity-based marketing initiatives
- Strengthen the pathway to member registration
- Establish a support structure for new members

## FY2025 Forecast

- Growth is expected through the expansion of "Big Advance" and new products developed in the previous fiscal year, along with the rollout of file-sharing and transmission services to financial institutions.
- For "BIG ADVANCE GLOBAL" (released June 2025), member registration has begun at some domestic financial institutions and partnerships in Thailand are progressing; however, full-scale operations are scheduled to commence in Q4.
- In subsidy consulting, the trend toward stricter requirements for subsidy approval continues.
- On the cost side, in line with the launch of BIG ADVANCE GLOBAL, the company has shifted to a proactive investment stance this fiscal year. Approximately ¥500 million in expenses, including front-loaded development costs and marketing costs such as TV commercials to increase membership, are planned to be recorded, with the aim of achieving medium- to long-term growth.
- Non-operating income of approximately ¥349 million from the "Global South Subsidy Program," adopted in December 2024, is scheduled to be recorded in March 2026.

(Unit: million yen)

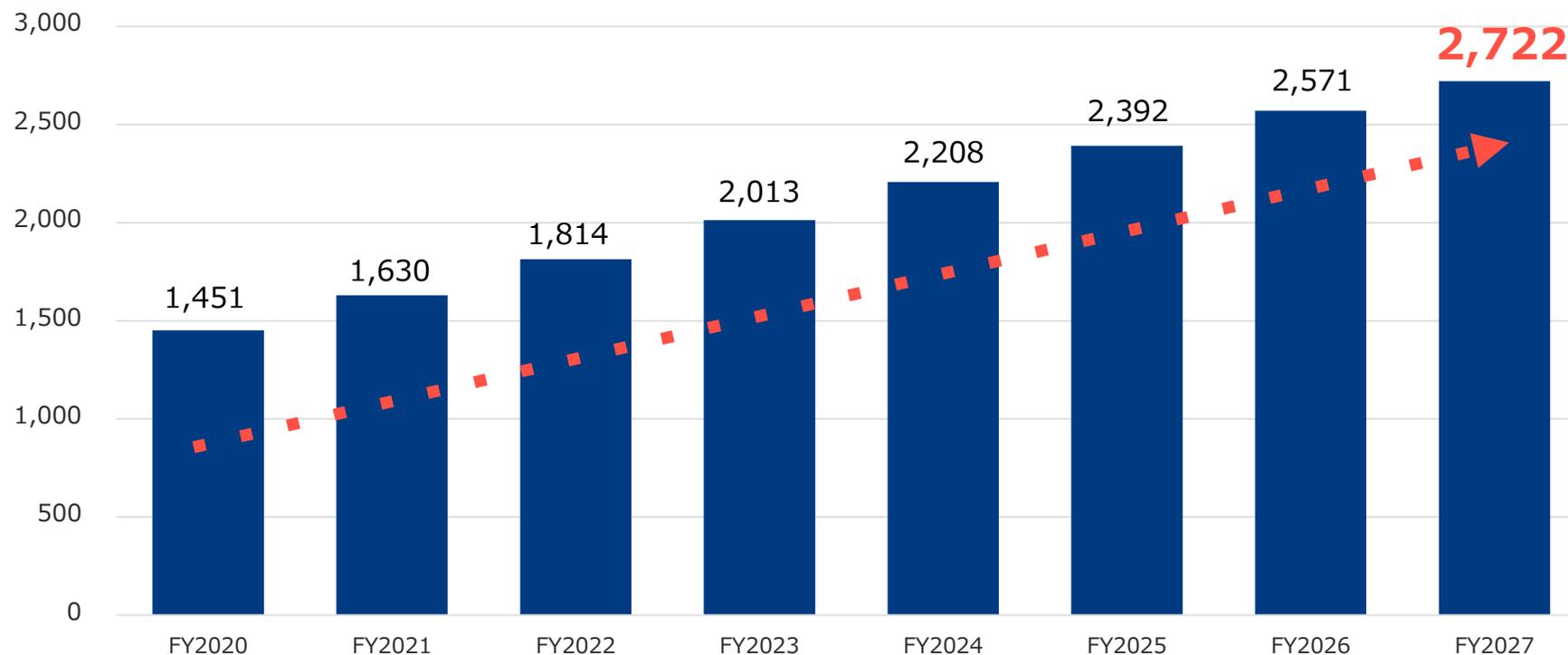
	FY 2024 Consolidated (Results)	FY 2025 Consolidated (Forecasts)	Change	YoY Comparison
Net Sales	2,007	2,010	+2	+0.1%
Gross Profit	1,139	902	-237	-20.9%
EBITDA	400	-100	-500	—
Operating Income	197	-450	-647	—
Non-Operating Income	1	400	+398	—
Ordinary Income	199	-50	-249	—
Profit Attributable to Owners of Parent	125	-70	-195	—

# The market size of business matching platforms

The domestic market as a whole is expected to expand from 2,013 billion yen in FY 2024 to 2,722 billion yen in FY2028

## Mid-term forecast for the business matching platform market size

(Unit: billion yen)



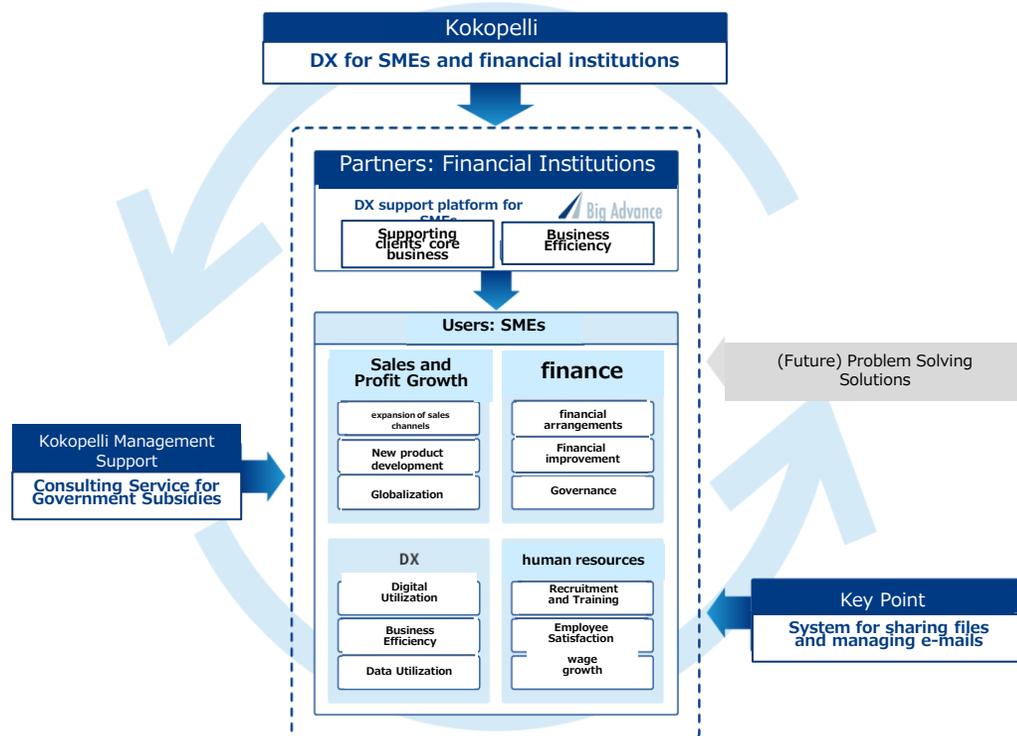
(Source) Deloitte Tohmatsu MIC Research Institute Co., Ltd., "Current Status and Outlook of the Domestic Business Matching Platform Market [2023 Edition]," issued on December 13, 2023. (<https://mic-r.co.jp/mr/02980/>)

06

Progress on mid-term management plan

# Building a Business Ecosystem for SMEs

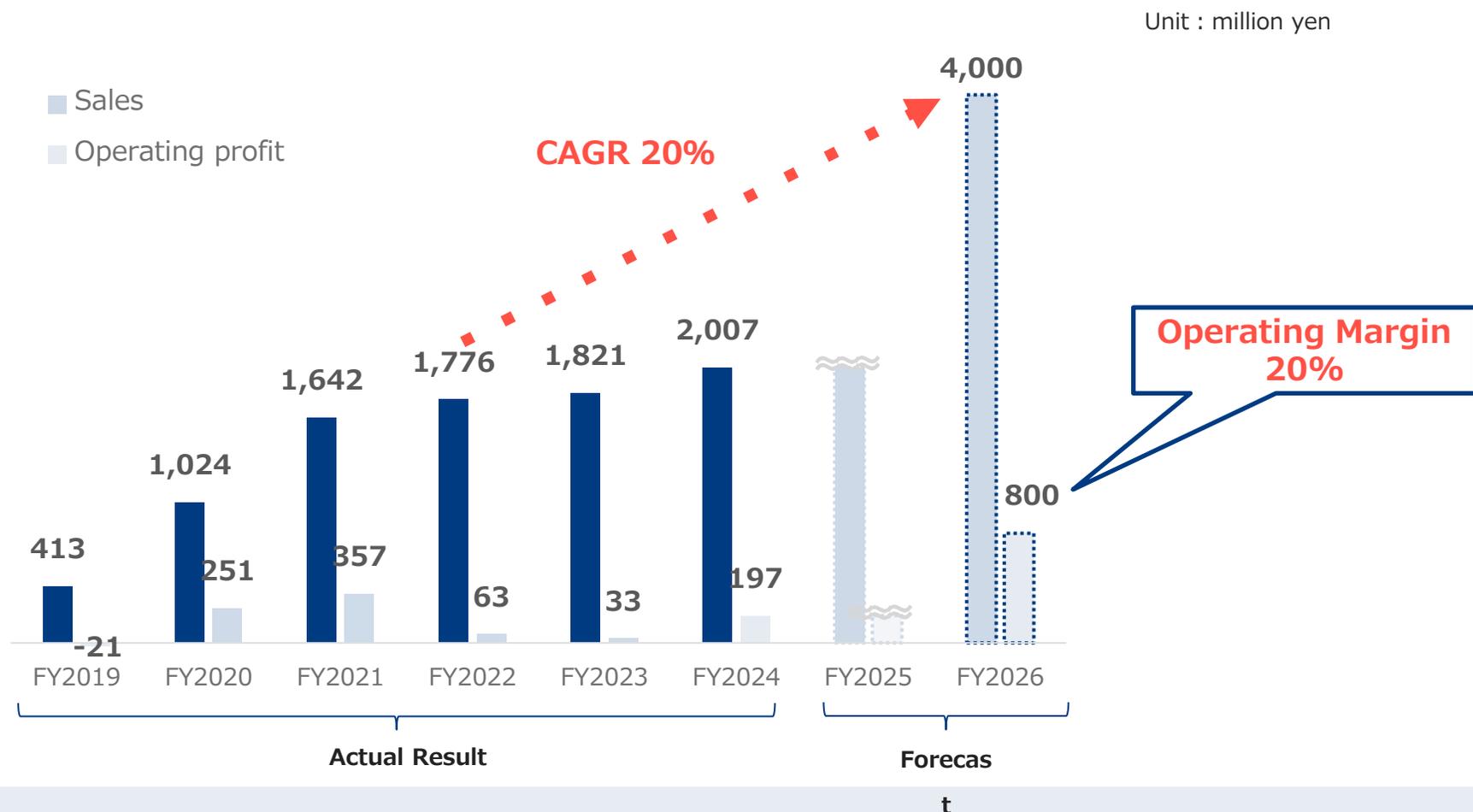
We aim to build a business ecosystem with the SME DX support platform "Big Advance" at its core.



- By building the ecosystem, we provide solutions to various issues faced by SMEs and an environment for sustainable growth.
- We develop new solutions to solve problems or collaborate with companies that already have such solutions.

# Mid-term Management Target

- By expanding the user base, increasing ARPA, and implementing the DX Solutions strategy, we aim for a 20% CAGR in revenue growth by FY2027.
- We are maintaining our medium-term management targets, as we plan to capture new demand through the launch of the cross-border business matching platform "BIG ADVANCE GLOBAL," scheduled for release in Japan and Thailand in June 2025.

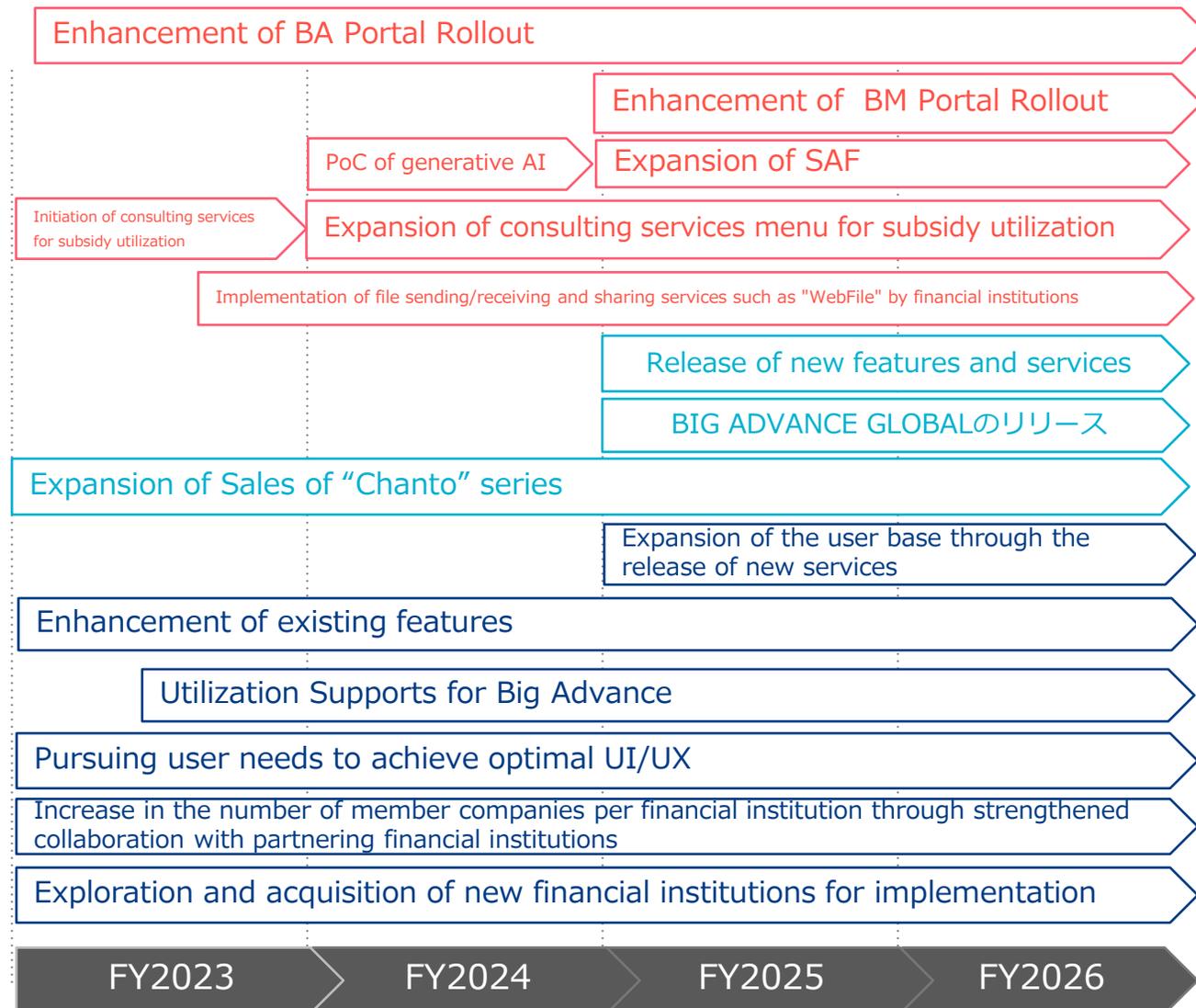


# "Growth Strategy Roadmap" for FY2024 and beyond

<b>DX Solutions Strategy</b>	<ul style="list-style-type: none"> <li>- Support for DX of financial institutions</li> <li>- Support for DX of small and medium-sized enterprises</li> </ul>
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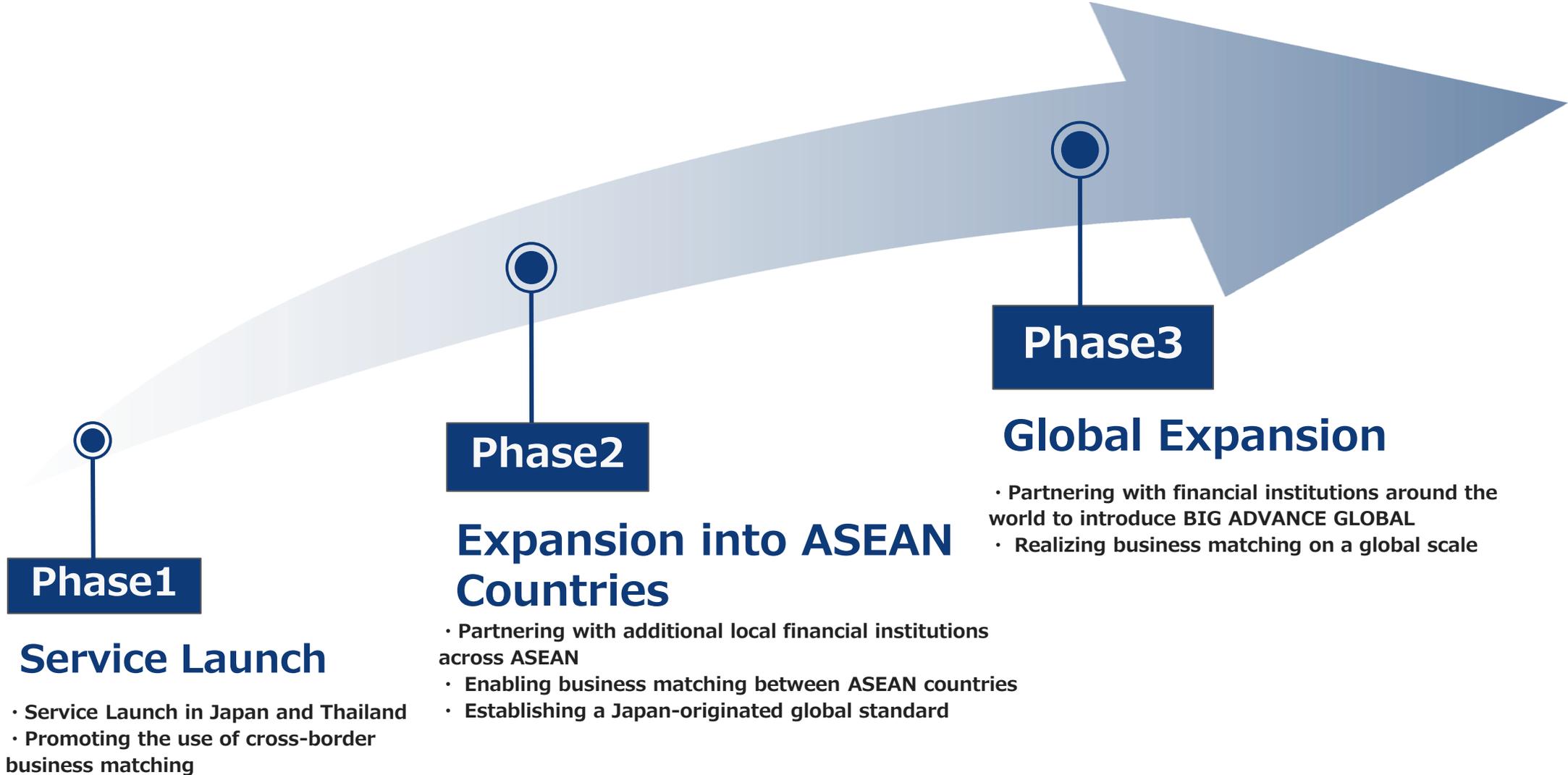
<b>ARPA Expansion Strategy</b>	Development of new features and businesses
--------------------------------	--

<b>Number of Users Expansion Strategy</b>	Expansion of features and development of new services
	Further expansion of the user base




**Building a business ecosystem for small and medium-sized enterprises**

- Aiming to Become a “Global Standard from Japan” in the B2B Business Matching Platform Market



- In addition to the “Manufacturing Subsidy”, “Business Restructuring Subsidy”, “Large-Scale Growth Investment Subsidy”, and “Energy Conservation Subsidy”, we have newly started handling the “SME Productivity Enhancement Investment Subsidy”, the “SME New Business Expansion Subsidy” and “SME Growth Acceleration Subsidy”, among others.



- ① Top-class support on subsidies in the Tokai region.
- ② Wide range of support provided on subsidies.
- ③ Support provided by experienced professionals.
- ④ Understanding of “proprietary skills”.
- ⑤ Seminars held on subsidies and its application process.

07

**Supplementary Information**

To create the largest management support platform for SMEs in Japan



## Find the future in corporate value.

To realize this mission, KOKOPELLI has consistently developed services to support SMEs since its establishment.

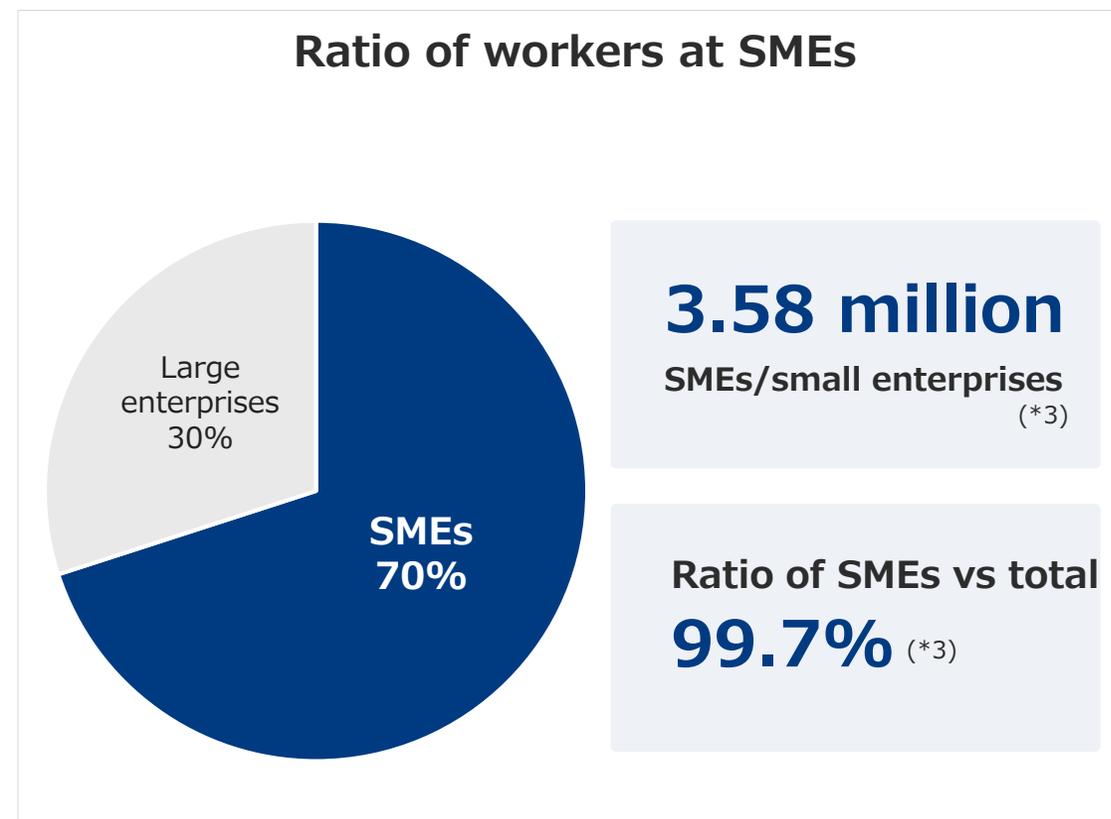
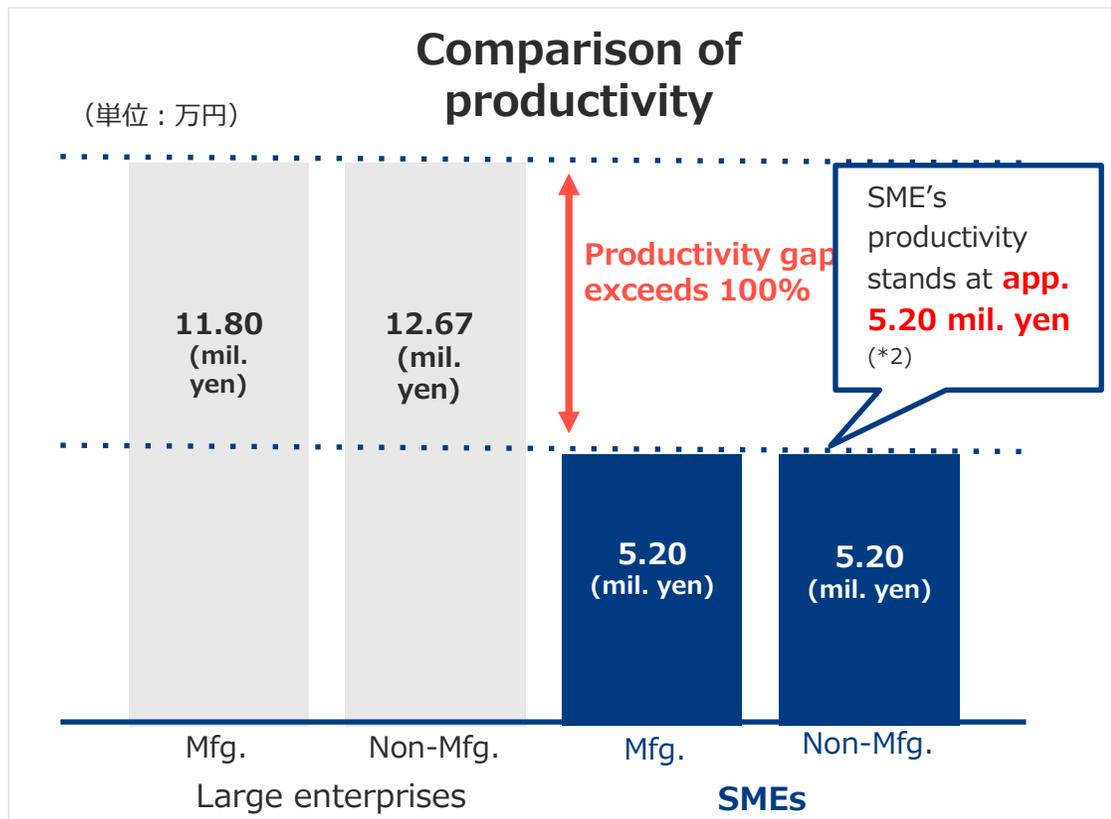
Unfortunately, many businesses do not see the light of day because they do not communicate the core values they have to offer.

Our challenge is to harness the power of technology to sprout and nurture these seeds of buried value, growth opportunities, and business potential to take them into the futures ahead.

We combine technology and innovation to create business models to improve labor productivity and deliver services that are truly valuable to the companies we serve.

# Overview & Challenges for SMEs

- Addressing the Challenge of Low Labor Productivity in SMEs
- SMEs play a significant role in the domestic economy, and a 10% improvement in labor productivity could generate a 16 trillion yen economic impact. (\*1)



(\*1) Our calculation, based on \*2 and \*3 above. (Total workers at SMEs of app.32mil. X 5.20 mil. yen X 10%)

(\*2) Ministry of Internal Affairs and Communications and METI, "2016 Economic Census"

(\*3) Small and Medium Enterprise Agency "2020 White Paper on Small and Medium Enterprises in Japan"

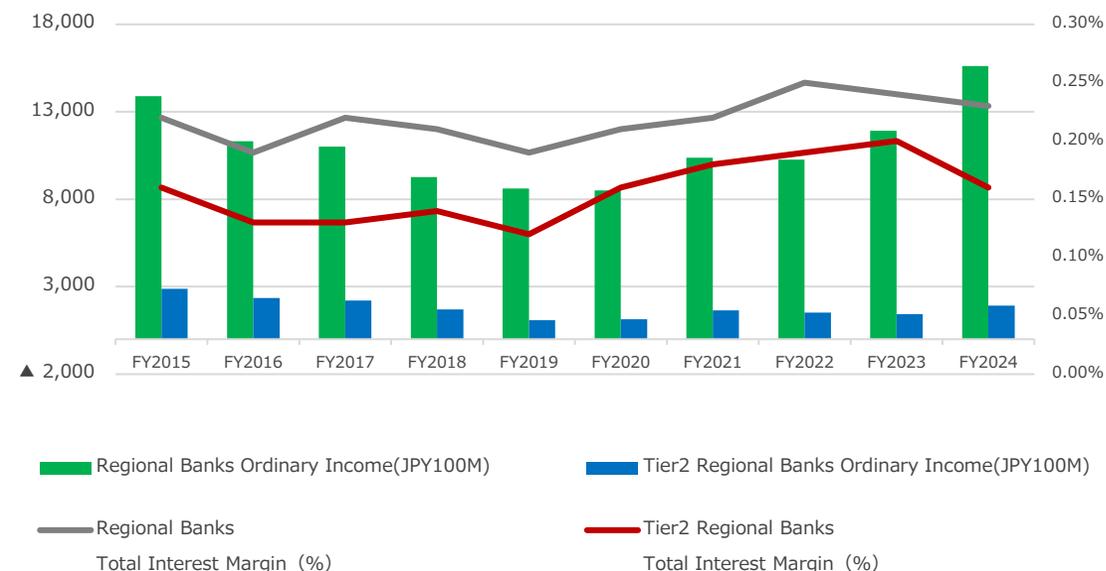
# Overview & Challenges for Regional Financial Institutions

- Regional financial institutions hold 308 trillion yen in outstanding loans to SMEs, making them central to the regional financial infrastructure.
- Although temporary funding demand has expanded due to COVID-related loans, sustained funding demand remains weak, necessitating further support for the core businesses of client companies
- Need to secure stable income and promote DX (digital transformation) at SMEs.

Outstanding Loans to SMEs by Business Type for Regional Financial Institutions

Type	Number	Outstanding loans to SMEs (*1 *2)
Regional Banks	62	197 trillion yen
2 <sup>nd</sup> Tier Regional Banks	36	43 trillion yen
Credit Unions	254	73 trillion yen
Credit Associations	143	13 trillion yen
<b>Total</b>	<b>495</b>	<b>326 trillion yen</b>
Mega Banks (Ref.)	4	135 trillion yen

History of Ordinary Income and Gross Interest Margin



(\*1) Our calculation, based on “A list of SMEs and Regional Banks in each Prefecture (as of March 2025)” by Small and Medium Enterprise Agency  
 (\*2) Our calculation, based on disclosures for outstanding loans to SMEs from Mega Banks (Mitsubishi UFJ, Mitsui Sumitomo, Mizuho, Resona) as of March 2025.  
 (\*3) Our analysis, based on “2024 Financial Results Trend” by Japanese Bankers Association.

## Advantages of using Big Advance (1)

A thorough delivery of WEB services to local companies, based on established network of local financial institutions.

**Effective networking  
with local financials**

**Effective networking  
with SMEs across the  
country**

**Fusion of in-person and  
technology-based  
services**

**Data-driven  
analysis and returns**

# Advantages of using Big Advance (2)

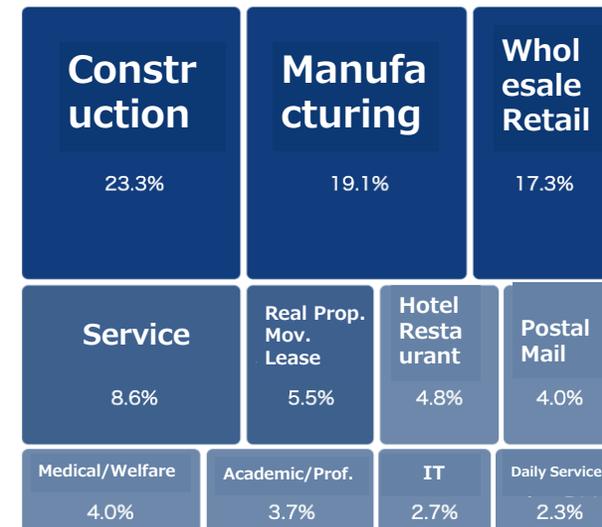
## Effective networking with local financial institutions

- An established network of Japan's largest regional financial institutions, including regional banks, second-tier regional banks, shinkin banks, and credit unions, regardless of business category.
- Comprises 76 BA-installed financial institutions that have head offices spanning across 42 prefectures (47 prefectures including branches) and approximately 5,800 branches.



## Effective networking with SMEs across the country

- A very effective network of 55,000 or more companies registered with Big Advance nationwide.
- Able to provide services to small, like-sized companies across the sector that were difficult to reach with web-based services.



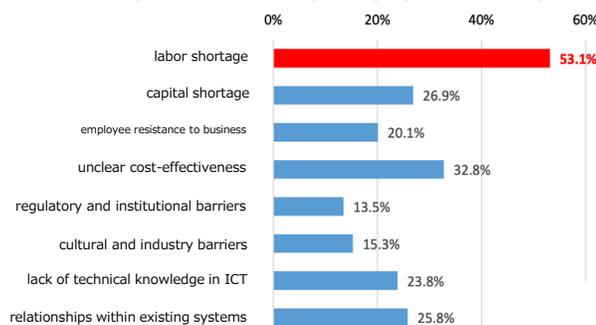
The top three industries of the member companies are construction, manufacturing and wholesale/retail.

# Advantages of using Big Advance (3)

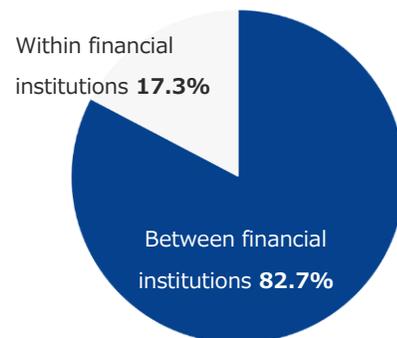
## Fusion of in-person and technology-based services

- Trusted personnel at financial institutions in close contact with companies on a daily basis will support the installation and operation of Big Advance to promote DX.
- Share the core values of local companies with those across the country via the web.

Challenges in advancing DX (Japanese companies) (\*1)



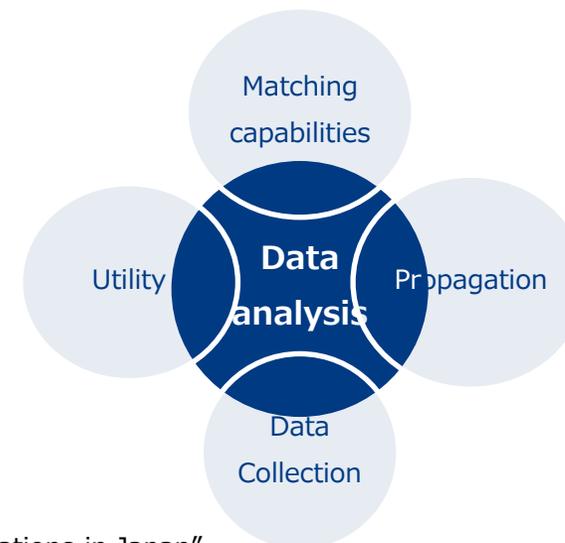
The main issues with DX is “lack of personnel” at 53.1%.



Business talks between regional and financial institutions comprise 82% of the business matching function offered by Big Advance.

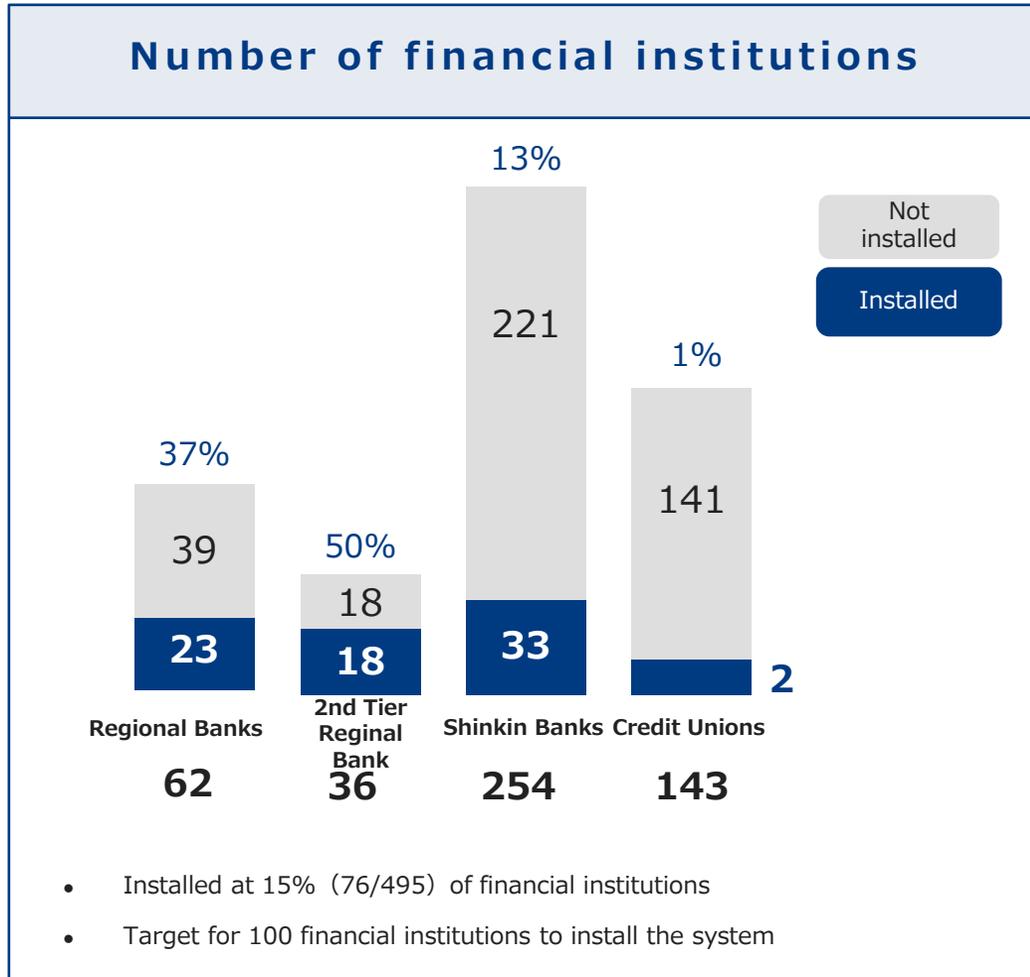
## Data-driven analysis and returns

- Core business support to clients of financial institutions by offering data collected by Big Advance (data provisions to begin in April 2022).
- Business matching function offers AI-driven recommendations of business activities to companies.
- Presents ways of using Big Advance on the web, depending on the company's usage, to facilitate the DX process (starting in May 2022).

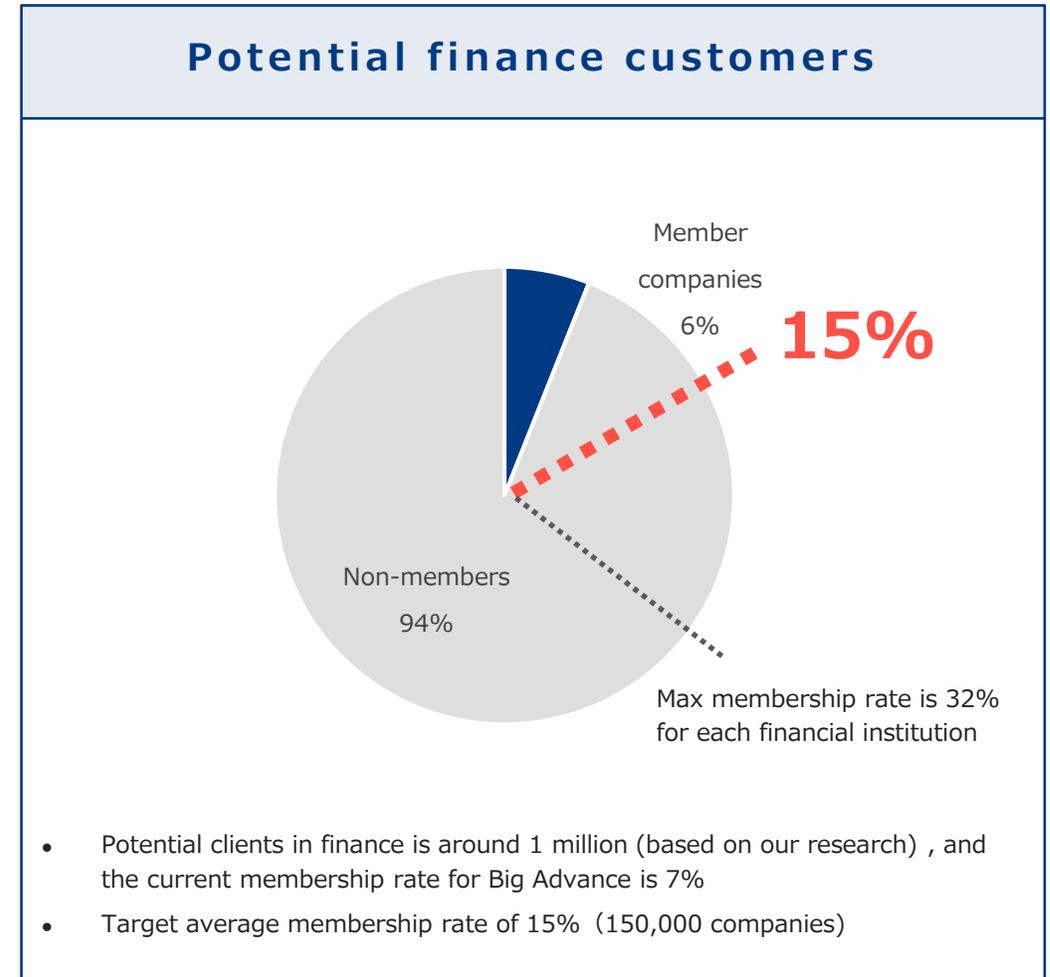


(\*1) Ministry of Internal Affairs and Communications, Japan “2021 White Paper Information and Communications in Japan”

# Attracting more users: Expanding the user base



(as of 31 March 2025)



(Based on the 76 BA-installed financial institutions)

We provide diverse DX solutions to help financial institutions solve various challenges.

Corporate Portal Site

Communication platform

 **BM Portal**

Business Matching  
Management

**SAF**  
Specialized AI FAQ

Specialized AI FAQ

Grp  Mail  WebFile

File transfer and sharing  
service

Providing DX Solutions to Address Financial Institutions' Challenges



**F i n a n c i a l I n s t i t u t i o n s**



User  
company



User  
company



User  
company



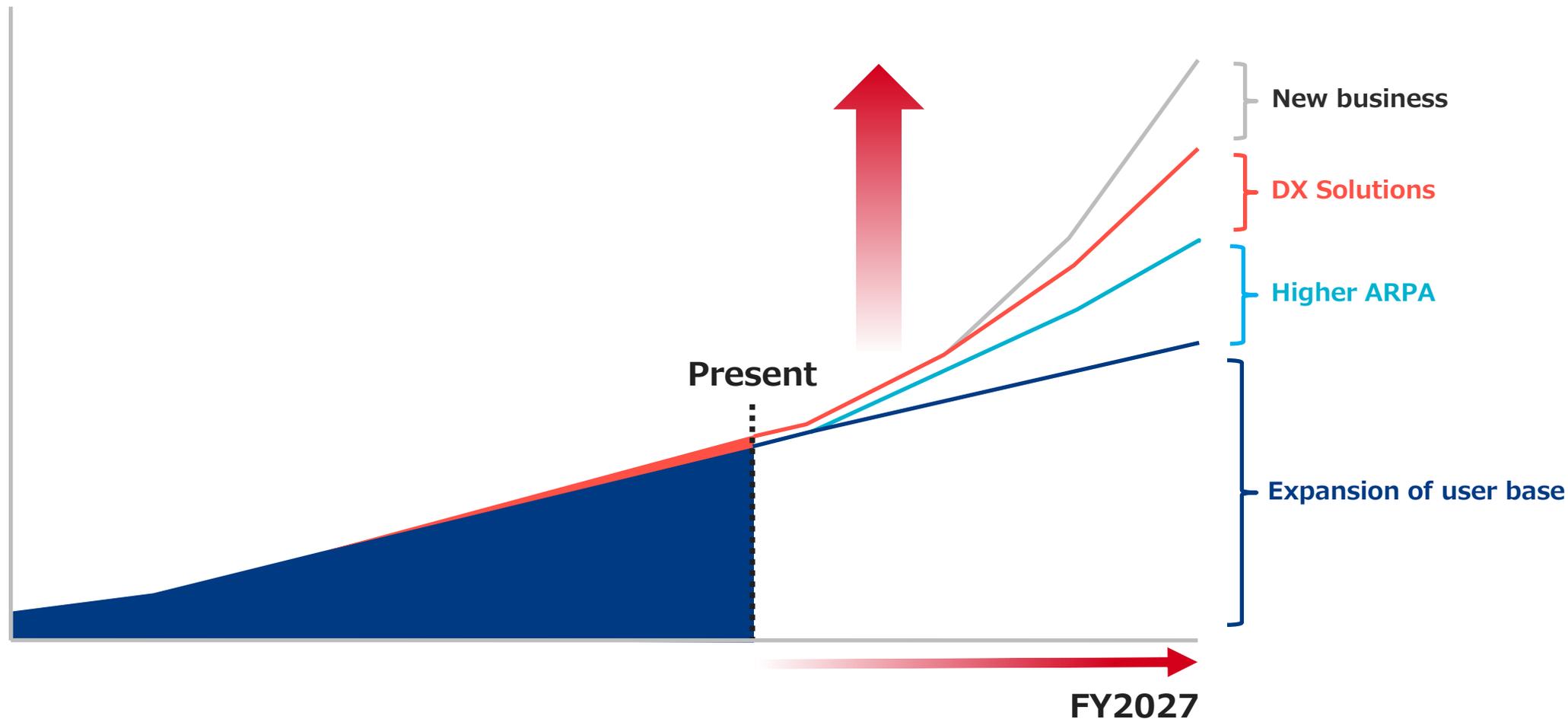
User  
company



User  
company

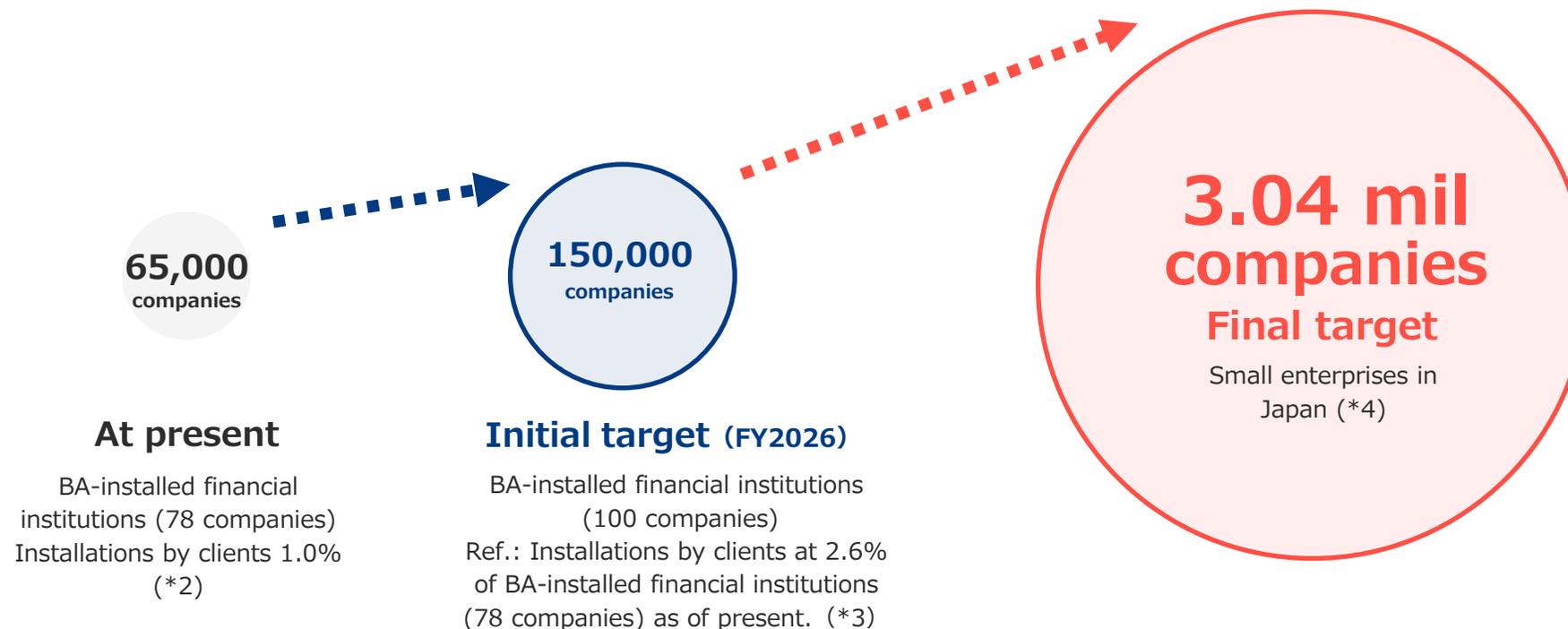
# Growth scenarios in the mid-term management plan

Achieve sustainable and exponential growth by expanding the user base, increasing ARPA, and accumulating recurring revenue through DX solutions and new business initiatives.



# Further expansion of user base

Target clients of regional financial institutions operating small enterprises across Japan.



Source: "Financial System Report – Annex (July 2019)", Bank of Japan, "Economic Census 2016", Ministry of Internal Affairs and Communications/Ministry of Economy, Trade and Industry, and Financial Services Authority website

(\*1) Total number of corporate clients of BA-installed financial institutions (78 companies) = 6.49 million in total (as of March 31, 2024)

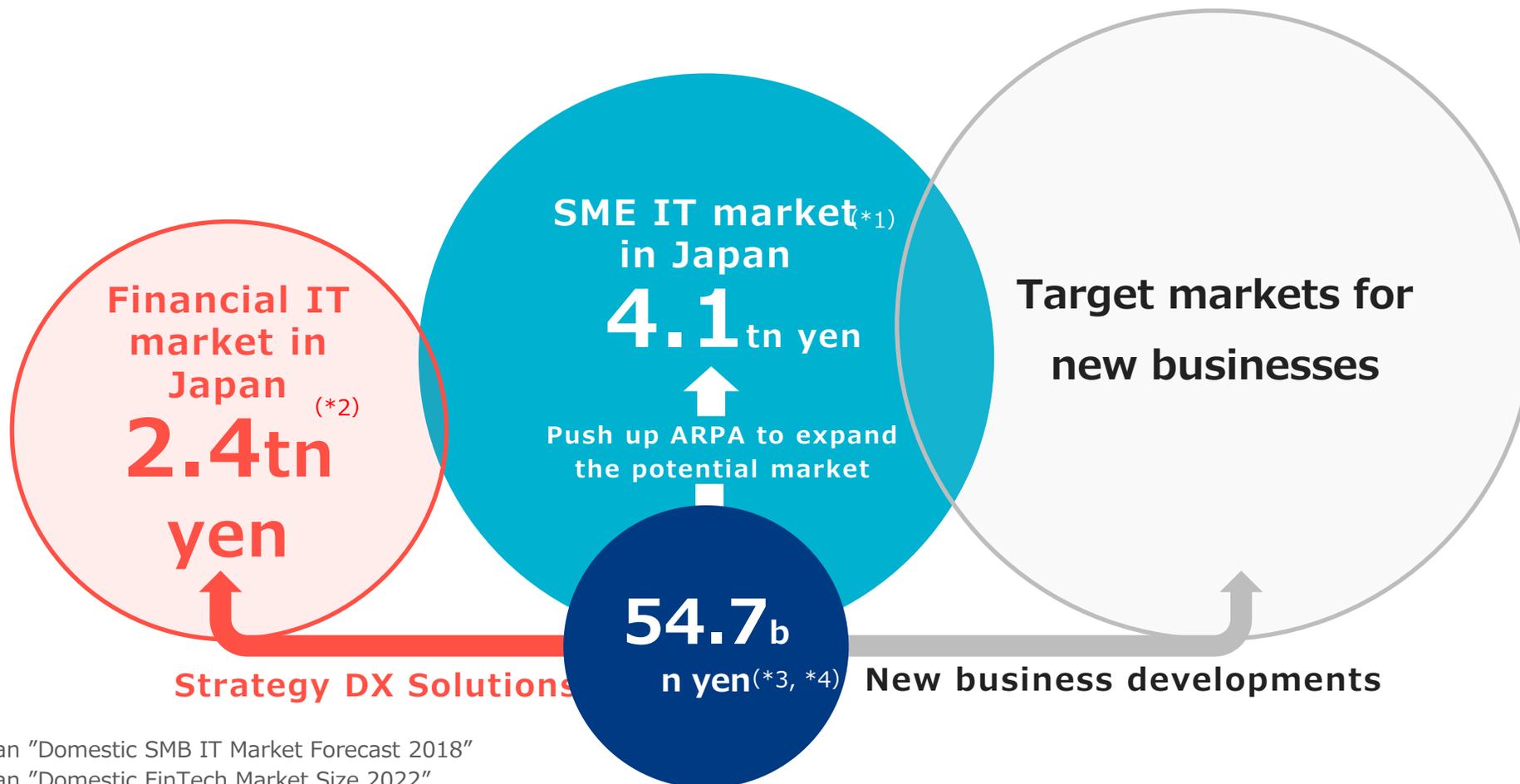
(\*2) Installation rate at clients = Big Advance member companies / number of corporate clients of the 80 BA-installed financial institutions (as of March 31, 2024)

(\*3) 150,000 companies / Number of corporate clients of the 80 BA-installed financial institutions (as of March 31, 2024)

(\*4) 3.58 million SMEs "2016 Economic Census" x 84.9% small businesses "Number of small and medium-sized enterprises (as of June 2016)"

# Potential market with room for further expansion

Raise ARPA through offering new functions and links with other companies' services, as well as an expanded user base.



(\*1) IDC Japan "Domestic SMB IT Market Forecast 2018"  
 (\*2) IDC Japan "Domestic FinTech Market Size 2022"  
 (\*3) Target customer base x Current fee plan=54.7 billion yen  
 (\*4) target audience x current pricing

## Improved stock incentives

- Stock-based compensation for executives and employees to incentivize medium- to long-term business growth.
- Establishment of an Employee Stock Ownership Plan (ESOP) to foster employee engagement in management and enhance future corporate value.

### 【Stock-based compensation】

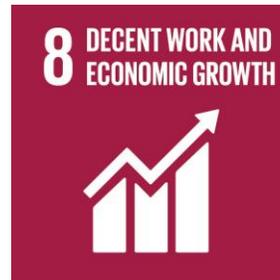
- The ratio of restricted stock and stock options shall be decided based on the stock price and other factors at the time of grant.
- Assumes an annual issuance cap of approximately 1% of outstanding shares, with a maximum dilution of 5% over the next five years (2022 – 2026).
- 3.0% of total shares outstanding, including restricted stock and unexercised stock options as of FY2023.

### 【ESOP】

- Establishment of an Employee Stock Ownership Plan (ESOP) with a 10% matching contribution.

# Sustainable Development Goals (SDGs)

We strive to “Find the future in corporate value”, and “make technologies accessible to SMEs” through on-going efforts to add corporate value and commit to resolving social issues through our engagements.



8.3

Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the births and growth of micro-, small- and medium-sized enterprises by improving access to financial services.



9.1

Develop quality, reliable, sustainable and resilient regional and trans-border infrastructures, to support economic development and human well-being, with a focus on affordable and equitable access for all.



17.17

Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies based on a wealth of partnerships experiences.

- The contents contained this document are based on generally accepted economic, social and other conditions as of the date of preparation and certain assumptions that we judged to be reasonable, but may be subject to change without notice due to changes in the business environment or other reasons.
- The materials and information provided in this document contain so-called "forward-looking statements". They are based on current expectations, forecasts, and assumptions that involve risks and uncertainties that could cause actual results to differ materially from those in the forward-looking statements. Such risks and uncertainties include general industry and market conditions, and general national and international economic conditions, such as interest rate and forex swings.
- The Company assumes no obligation to update or revise the "forward-looking information" contained in this document, even in the event of new information released or future incidents.